United Nations Development Programme: Project Document

Project Title: Anti-Corruption for Peaceful and Inclusive Societies (ACPI) in the Asia-Pacific Region (Phase 2 DFAT supported project under the UNDP Global Anti-Corruption Initiative -GAIN)
Expected Outcome: Anti-corruption institutions, systems and mechanisms are better integrated to support partner countries to prevent and tackle corruption. **Specific Objectives**: Objective 1: Integrate anti-corruption solutions in service delivery sectors, in partnership with youth, women and the private sector. Objective 2: Strengthen state/institutional capacity to implement UNCAC, in particular with regard to the prevention of corruption. Objective 3: Promote knowledge and advocacy to support anti-corruption efforts, including a better understanding of the link between violent extremism and corruption. **UNDP Strategic Plan (2014-2017) Outcomes**: Outcome 2: Citizen expectations for voice, effective development, the rule of law and accountability are met by stronger systems of democratic governance. Outcome 3: Countries have strengthened institutions to progressively deliver universal access to basic services.
Expected Output(s): See Results and Resources Framework (Annex 2)
Implementing Partner: UNDP

Project Description

The proposed project, "Anti-Corruption for Peaceful and Inclusive Societies" (ACPI) in the Asia-Pacific Region (hereafter **ACPI project**), will be implemented in partnership with the Department of Foreign Affairs and Trade (DFAT) of Australia and in coordination with the UN Office on Drugs and Crime (UNODC). This four year project will be an integral part of UNDP's Global Anti-corruption Initiative (GAIN) and implemented in close collaboration with the Governance and Peace-building team of UNDP's Regional Hub for the Asia-Pacific region, based in Bangkok. The ACPI project, with a main focus on the Asia-Pacific region, will build on successes and lessons learned from implementing the GAIN global project during 2012-2015 (Phase 1) funded by DFAT. Conversely, the ACPI project will also provide lessons that will be useful for other regions where the global GAIN programme is operating.

The overall objective of the proposed project is to contribute to strengthening national capacities to integrate anti-corruption measures into national development processes and to enhance integrity in service delivery with the aim to contribute to the implementation of the SDGs agenda, in particular Goal 16 (**Targets 16.5 and 16.6**) on "Building Peaceful and Inclusive Societies" and the links between these targets and other SDGs.

More specifically, the project will focus on three interrelated and complementary objectives: (1) integrating anti-corruption solutions in service delivery sectors by minimizing corruption risks through corruption risk assessments and strengthening social accountability in the health, education, water, infrastructure and other relevant sectors; (2) strengthening state/institutional capacity to implement the United Nation's Convention Against Corruption (UNCAC), particularly focusing on mainstreaming anti-corruption measures in national development processes and strengthening the capacity of anti-corruption agencies in the prevention of corruption; and (3) promoting advocacy and knowledge to support national anti-corruption efforts, including providing knowledge on topical issues such as a better understanding of the link between violent extremism and corruption.

Grounded in a Human Rights Based Approach (HRBA), the project engages with civil society actors and the private sector as well as government institutions to advance change on both the supply and demand side of the development equation. The overall result envisaged by this project at national/local level is to identify and remove corruption bottlenecks in selected service delivery sectors, to mainstream anti-corruption measures in national/local development processes, and to promote global knowledge and advocacy so that anti-corruption continues to be perceived as a global and national development priority.

Project Period:	2016-2020
Strategic Plan Outcomes:	2 & 3.
Atlas Award ID:	_____
Start date:	1 July, 2016
End Date:	30 June, 2020
GRAND TOTAL BUDGET	
2016-2020:	**USD 6,836,508**
	(AUD 8,955,825)*
Contribution from DFAT	**USD 5,000,508**
	(AUD 6,550,665)*
UNDP contribution (from other sources)	**USD 1,836,000**
	(AUD 2,405,160)

(*Note: The budget has been converted to the AUD based on the following exchange rate: 1 USD = 1.31 AUD).

Agreed by Department of Foreign Affairs and Trade: **Agreed by UNDP:**

_____   **Magdy Martínez-Solimán**
_____   Assistant Secretary General
_____   Assistant Administrator and Director
_____   Bureau for Policy and Programme Support

ACRONYMS

AC - Anti-Corruption

ACA - Anti-Corruption Agency

ACPI - Anti-Corruption for Peaceful and Inclusive Societies in the Asia-Pacific Region project

AP INTACT Network– Asia-Pacific Integrity in Action Network

BPPS - Bureau for Policy and Programme Support

CO – Country Office (UNDP)

CoSP - Conference of States Parties

CSO - Civil Society Organisation

DFAT - Department of Foreign Affairs and Trade (Australia)

GAIN - Global Anti-Corruption Initiative

GOPAC – Global Organization of Parliamentarians against Corruption

HC - Huairou Commission

HQ - Headquarters

HRBA - Human Rights Based Approach

IACC - International Anti-Corruption Conference

MACC - Malaysian Anti-Corruption Commission

M&E - Monitoring and Evaluation

MTR - Mid Term Review

OECD - Organisation for Economic Cooperation and Development

Norad - Norwegian Agency for Development Cooperation

PACDE - Programme on Anti-Corruption and Development Effectiveness

RBx - Regional Bureaux

RC - Regional Centre

SDGs– Sustainable Development Goals

TI - Transparency International

UN - United Nations

UNCAC - United Nations Convention against Corruption

UNDAF – UN Development Assistance Framework

UNDP - United Nations Development Programme

UNODC - United Nations Office on Drugs and Crime

Contents

1. SITUATION ANALYSIS

1.1. Corruption and development – The global and regional context

Despite the significant progress made globally in recent years, corruption continues to impede development and undermine democracy and the rule of law. Evidence indicates that there is a high cost of corruption on development. The World Economic Forum estimates that the cost of corruption equals more than 5% of global GDP (USD 2.6 trillion). According to the World Bank, over USD 1 trillion is paid in bribes each year.

There is also a recognition that corruption does not only divert resources away from development but also contributes to violence, impunity and insecurity, hence hampering efforts to build inclusive and peaceful societies. For example, the "Peace and Corruption 2015" report published by the Institute for Economics and Peace, provides empirical evidence that after reaching a certain threshold, corruption makes a negative contribution to peace as measured by political instability, terror, violent crimes, violent demonstrations, organized crime, access to small arms, and homicide rates. By contrast, as corruption decreases, prospects for peace improve. On the other hand, as public perception of corruption in the police and judicial sectors rises, trust in these institutions falls, contributing to the public cooperating less in supporting the rule of law.[1] The Global Terrorism Index 2015 also shows that in non-OECD countries, factors such as a history of armed conflict, ongoing conflict within the country, corruption and a weak business environment correlate more strongly with terrorism, reflecting the larger group-based dynamics seen in many countries.[2]

Recognizing the detrimental impact of corruption on sustainable development, nearly all countries have ratified or acceded to the UN Convention against Corruption (UNCAC). With 178 states parties as of 25 March 2016, UNCAC has been influential in enabling states parties to adopt national legal instruments to combat corruption, including anti-corruption laws and strategies, and the establishment of anti-corruption institutions.

In the Asia-Pacific region, although almost all countries are now States Parties to UNCAC[3], corruption is still a major challenge for human development. According to Transparency International, despite high economic growth in many countries, public sector corruption is perceived to be significant in two-thirds of the countries in the region. The majority of poor people now live in middle income countries and essential services are still not reaching marginalized communities. About 40 per cent

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[1]   Institute for Economics and Peace (2015). Peace and Corruption 2015: Lowering Corruption – A Transformative Factor for Peace.

[2]   Institute for Economics and Peace (2015). Global Terrorism Index 2015: Measuring and Understanding the Impact of Terrorism.

[3]   Visit this website for more details: https://www.unodc.org/unodc/en/treaties/CAC/signatories.html.

of investment in electricity, water and sanitation in the region is estimated to be lost to corruption. Moreover, corruption also represents a major obstacle to delivering justice for all, with, on average, two out of three people reporting paying a bribe to get access to lower courts. [4]

In South and East Asia (in countries such as Afghanistan, Pakistan, Indonesia, Thailand and the Philippines), there are growing concerns over potential linkages between corruption and violent extremism. High levels of corruption (e.g., illicit financial flows) and widespread impunity for corrupt behaviour in particular contribute to perceptions of injustice and may support violent extremist narratives.

Despite the challenging global and regional context for tackling corruption, there was an important global agreement in 2015. The 2030 Development Agenda, which comprises a set of ambitious Sustainable Development Goals (SDGs) and targets that build on the Millennium Development Goals (MDGs), was adopted on 25 September 2015 by 193 Member States. The SDGs agenda was a major breakthrough for the anti-corruption movement because it capitalizes on the importance of promoting transparency, accountability and anti-corruption, and makes an explicit link between corruption, peace and just and inclusive societies. SDG 16 on peaceful, just and inclusive societies includes key factors needed to ensure access to justice, build effective, accountable and inclusive institutions at all levels, and tackle corruption. Goal 16 is not only a valuable and important aspiration in its own right; it is also an important enabling goal for the entire sustainable development agenda. For example, to realize the SDGs, major new investments are needed in infrastructure. According to the OECD, emerging economies alone require US$22 trillion in investment in infrastructure, but Transparency International estimates that up to one-third of this investment could be lost due to corruption.

1.2. Rationale for DFAT's support to the ACPI project

In order to ensure that achievements made to date are sustained, there is a need to maintain ongoing investments on anti-corruption through the GAIN programme. In the last decade, UNDP has been at the forefront of fighting corruption. Recognizing UNDP's continued efforts as a lead provider of technical assistance in the area of anti-corruption, during the period 2012 – 2015, DFAT supported a global anti-corruption project under the GAIN programme, with total funding of USD 10.6 million. As presented below, significant progress has been made as a result of funding received from DFAT and other donors. Specifically, the **top five achievements of GAIN during 2012-2015** are as follows:

1. Anti-corruption is now considered an integral part of national development plans and strategies. Until recently, national development plans and anti-corruption strategies were

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[4]   Transparency International (2013). Global Corruption Barometer 2013.

considered as two separate and parallel processes in many countries. UNDP's sectoral pilot projects in **27 countries** have contributed to heighten awareness of anti-corruption as an inherent governance and development issue and helped to create stronger links between anti-corruption initiatives and development strategies. For example, the Philippine Development Plan (2011-2016) recognized the vital role of anti-corruption measures, such as strengthening the monitoring role of the Ombudsman's office, enhancing citizen participation and oversight in development activities, and promoting the integrity and accountability of government institutions.

2. The participation of civil society and other major actors in the implementation of UNCAC has been enhanced. Following the adoption of the Terms of Reference for the UNCAC Review by the Conference of the States Parties (CoSP), UNDP recognized that the role of civil society needed to be encouraged, as civil society's participation in the UNCAC review mechanism is optional. Therefore, UNDP worked with UNODC and various civil society actors including the UNCAC Coalition (a network of civil society organizations) to promote civil society's engagement in the UNCAC review and its implementation. For example, a regional multi-stakeholder workshop for civil society was organized in Malaysia in 2014 to promote "Going Beyond the Minimum" approach by increasing the engagement of civil society in promoting the ratification and the implementation of UNCAC. Similarly, UNDP also worked together with the Global Organization of Parliamentarians against Corruption (GOPAC) to develop the "Anti-Corruption Assessment Tool for Parliamentarians: A User Guide" aiming to strengthen parliamentarians' engagement in the UNCAC review and its implementation. As a result, many CSOs and parliamentarians around the world are now engaged in implementation of UNCAC.

3. The role of **Anti-Corruption Agencies (ACAs) as an important entry point to initiate anti-corruption reforms has been strengthened.** Until recently, technical assistance to strengthen ACAs tended to focus mostly on the investigation and prosecution of corruption cases. During last six years, UNDP has worked together with UNODC and other partners to strengthen ACAs' capacities to prevent corruption, including strengthening ACAs' role in mitigating corruption risks in the health, education and water sectors. For example, **in Ethiopia**, GAIN provided support to the Ethiopian Anti-Corruption Commission (FEACC) to remove corruption bottlenecks in the water sector. The project, which started with the mapping of corruption risks in the water sector, helped build the capacity of water users to serve as catalysts for improved water supply and sanitation services. As a result, during one year of project implementation, the number of complaints increased **by 25 per cent, from 1,049 to 1,311**. FEACC has closely followed up on the complaints to ensure that the local authorities and service providers resolve these complaints to the satisfaction of the citizens. This project served as an entry point to forge effective partnerships and facilitate further collaboration with institutions responsible for water management. Similarly, in 2015, working together with the UNDP Seoul Policy Centre, a **triangular cooperation** was initiated between the Anti-Corruption Agency of Korea (APRC) and the Government Inspectorate of **Vietnam** to adapting Korea's tools to assess the effectivness of the existing anti-corruption measures of various government departments.

4. **Gender and youth empowerment was promoted as part of anti-corruption strategies.** Most global discourses on anti-corurption tend to be gender neutral. Moreover, there is a lack of meaningful participation of youth in fighting corruption. As a result of UNDP engagement, many women and youth networks are now working on anti-corruption. In **Thailand**, GAIN supported "Refuse To Be Corrupt" youth cafés that have prompted interest from universities and students in joining the Thai Youth Anti-Corruption Network, and the private sector is now contributing to sustaining these networks. Similarly, since 2012, UNDP's work on anti-corruption with the Huairou Commission, UN Women and other actors has been instrumental in mobilizing and engaging more than 2,300 community members and training over 500 people on social accountability strategies to strengthen the participation of women in fighting corruption. For example, **in Uganda**, UNDP

supported women to identify and remove corruption risks in land titling processes. These efforts enabled more than [150 women in Jinja](#) to receive the land titles.

5. **The use of ICTs and new technologies has facilitated people's ability to hold authorities to account in the fight against corruption**. Until recently, most anti-corruption interventions were focusing on reforming anti-corruption policies and legislation and strengthening the investigation and prosecution of corruption cases. During the last four years, UNDP took the lead in taking advantage of ICT and new technologies to enable citizens to monitor services. For example, in **Costa Rica** an integrated information system tool was developed in the water sector. The tool centralizes information about rural aqueducts and service providers so that the Communal Management Services Unit of the country's water authority (AyA) is in a position to better manage information on service delivery. This has become an essential tool to promote integrity in water management in Costa Rica. The automated information system allows AyA to have up-to-date information on the fees being charged, the existence of proper legal delegation of authority to new water service providers, investments to system improvements by the Rural Administrative Association of Aqueducts (ASADAS in Spanish). In **Kosovo[5]**, UNDP strengthened citizen participation in the education sector by developing an online platform to report corruption (www.kallxo.com). In the first three years of its existence, the website has received more than **5,000 reports** from students, parents, teachers and citizens, with **more than half** of the reports positively resolved and high profile corruption cases being prosecuted. This project has triggered an interest from other donors, who joined this initiative to expand their support in other sectors such as judiciary, health and energy sectors in Kosovo.

In terms of its scope, globally GAIN was able to support **around 100 countries**: **40 countries** have received policy and advisory support on a yearly basis to develop and implement national level programmes/projects; **27 countries** (including six countries in the Asia-Pacific region: Cambodia, China, Nepal, Papua New Guinea, Thailand and the Philippines) have implemented pilot initiatives in the education, health and water sectors; **18 anti-corruption agencies** have received capacity development support, including technical support to implement their work plans; **10 countries** (including **six from the Asia-Pacific region:** China, Indonesia, Pakistan, Thailand, the Philippines, and Vietnam) have implemented social accountability initiatives by engaging civil society in monitoring service delivery; and **8 grassroots women's organizations** received training to monitor services provided by their governments at the local level.[6]

In the Asia-Pacific region alone, more than 18 countries received UNDP policy and programme support on anti-corruption. UNDP has also facilitated a vibrant online community of practice in the region – the AP INTACT network, which currently has 850 members from government, civil society and development partners from 62 countries.

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[5] References to Kosovo shall be understood to be in the context of UN Security Council resolution 1244 (1999).

[6] For more details, please refer to Section 2: Project Strategy.

Table 1: Countries supported by GAIN in the 2012-2015 period

Areas of support	Countries supported globally	Countries supported in the Asia-Pacific region
Work in sectors – improving service delivery in education, health and water sectors (sectoral projects) Total countries supported – 27 countries	Armenia, Benin, Brazil, Chile, Colombia, Costa Rica, Egypt, El Salvador, Ethiopia, Guinea, Haiti, Jordan, Kosovo, Kyrgyzstan, Lebanon, Liberia, Mauritania, Moldova, Serbia, Uzbekistan, Uganda.	Cambodia, China, Nepal, Papua New Guinea, the Philippines, Thailand.
Social Accountability Initiative Total countries supported – 10 countries	Ghana, Moldova, Romania, Serbia.	China, Indonesia, Pakistan, the Philippines, Thailand, Vietnam.
Support to UNCAC implementation Total countries supported – 15 countries	Benin, Cameroon, Chile, Côte d'Ivoire, Ecuador, Romania, Macedonia.	The Lao People's Democratic Republic, Malaysia, Maldives, Mongolia, Myanmar, Sri Lanka, Timor-Leste, Viet Nam.
Support to Anti-Corruption Agencies Total countries supported – 18 countries	Bosnia and Herzegovina, Egypt, Latvia, Lesotho, Kosovo, Serbia, Moldova, Mauritius, Nigeria, Kazakhstan, Turkey, Ukraine, Zambia.	Bhutan, Nepal, Maldives, the Philippines, Timor-Leste.
Promoting women's empowerment and participation in anti-corruption initiatives Total countries supported – 8 countries	Brazil, Kenya, Nicaragua, Tanzania, Uganda.	Bangladesh, Nepal, the Philippines.
Commemoration of International Anti-Corruption Day in 2015 Total number supported – 42 countries	Argentina, Belarus, Bolivia, Burkina Faso, Cape Verde, Chile, Colombia, El Salvador, Ghana, Guatemala, Guyana, Honduras, Jamaica, Jordan, Kosovo, Kyrgyzstan, Lebanon, Mauritania, Macedonia, Moldova, Palestine, Peru, Rwanda, São Tome e Principe, Senegal, Sierra Leone, Sudan, Uganda, Ukraine, Uzbekistan, Zambia.	Afghanistan, Bhutan, Lao PDR, Maldives, Fiji, Mongolia, Nepal, the Philippines, Sri Lanka, Fiji, Thailand, Vietnam.

The aim of the sectoral pilot projects was to upscale successful initiatives. For example, in **Papua New Guinea**, the Provincial Capacity-Building (PCaB) programme that piloted financial management capacities in six provinces was expanded to reach all 10 provinces, allowing people who witness or encounter a case of corruption to report it through a free SMS. As a result of this intervention **6,254 SMSs** were received from **1,550 different users** by December 2014 and **251 cases** of alleged corruption are under investigation by the Internal Audit and Compliance Division. **Two public officials** in Papua New Guinea have been arrested for mismanaging funds valued at **more than US$2 million**. Five more are waiting for court decisions.[7] In **the Philippines**, GAIN supported community level organizations to empower local communities to monitor public finance and to implement the

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7   http://www.asia-pacific.undp.org/content/rbap/en/home/ourwork/development-impact/innovation/projects/png-phone-against-corruption/

strategy of building integrity in water governance. The positive results of monitoring the provision of water services by Integrity Watch Groups (IWGs) led to the allocation of new funding from the Government for upscaling the initiative to five more communities in 2014, as well as to the upscaling of this empowerment approach to other sectors such as disaster risk reduction.

GAIN's social accountability initiatives focused on building capacity of citizens, in particular youth and women, to monitor services provided by their governments. In **Thailand**, GAIN supported 'Refuse To Be Corrupt' youth cafés[8] that have prompted interest from different universities and students in joining the Thai Youth Anti-Corruption Network. The financial support from GAIN has enabled the Country Office to secure partnerships and financial contributions from private sector actors to help sustain the project in the long run. True Coffee – one of the largest café chains in Thailand − has committed US$200,000 to finance the construction of the first two pilot cafés. In addition, the private-sector-led Anti-Corruption Organisation of Thailand has also entered into a US$ 20,000 cost-sharing agreement to support the initiative. Moreover, the two pilot universities – Khon Kaen University and Ubon Ratchanthani University − have provided free premises for setting up cafés. A key element for the sustainability of this initiative is that the profits from the social enterprise café are used to fund anti-corruption activities of students in universities. This initiative shows that social accountability initiatives when properly designed and conducted can trigger the engagement of a broader spectrum of partners, particularly the private sector, and ensure sustainability of the idea through its expansion from a small project to a nationwide effort.

On women's empowerment and anti-corruption, GAIN also supported women's locally-driven initiatives to monitor public service provisions. For example, because of women's advocacy, 100 per cent of targeted slum-dwelling families received birth registration certificates without paying a bribe in **Dhaka, Bangladesh**, where, with support from GAIN, the grassroots women's networks took the lead in bringing the community leaders, school teachers, local government representatives, and community members to raise awareness about the birth certificates. These networks helped parents to fill out birth registration forms and explained the process to them.

Since 2009, the joint UNDP-UNODC anti-corruption campaign has reached more than 200 million people. More than **120 stakeholders** were involved in the organization of different events all over the world. Up to **50 Country Offices** a year were supported to observe International Anti-Corruption Day. In 2015, the "Break the Corruption Chain" campaign set a new record for the number of people reached by engaging more than 135 stakeholders and national partners. The campaign had a **social reach of 14.6 million**[9] people globally.[10]

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[8] Profits from the cafés will go directly to support students' anti-corruption activities.
[9] Analytics were obtained by tracking the hashtags assigned for the day, #breakthechain, #IACD2015 and #rompelacadena.
[10] This number does not include the reach of the different social media local campaigns organized by the 42 Country Offices.

The campaign activities at the national and local levels included street drama competitions, scholarships for journalists investigating corruption, essay contests for youth and students, athletic activities and "runs against corruption", public service advertisements, music shows, conferences, radio jingles, talk shows and campaign posters. In the Asia-Pacific region, the Bangkok Regional Hub used the "Break the Corruption Chain" campaign as an opportunity to sensitize the broader public about the sensitive issue of corruption in the judiciary and to highlight concrete experiences of good practices from different countries. Bringing together the key stakeholders, such as government institutions, politicians, civil society organizations, youth and women's networks, and business leaders, the campaign reinforced the importance of fighting corruption in the context of the MDGs (and now the SDGs), secured commitments from the politicians and engaged various stakeholders to make the case that everyone should play a role in breaking the corruption chain, given its enormous impact on development, service delivery and business. For example, more than **77 per cent** of the UN field offices which were engaged in the campaign mentioned in their reports that there was a renewed interest in anti-corruption efforts in their respective countries. Similarly, during 2015 global campaign, UNDP and the business sector (namely, the Corporate Social Responsibility (CSR) network and the Global Compact) launched a video contest for youth to show how corruption could be effectively fought in the ASEAN countries.

On knowledge and advocacy, UNDP's network of partners significantly helped in reaching broader constituencies, combining resources and expertise to implement larger scale initiatives, building coalitions to create a stronger voice to approach governments and promote transparency and accountability. As of the end of 2015, GAIN has developed **26 knowledge products** and **eight online courses** that have supported countries globally in developing and implementing anti-corruption activities, bridging the gap between corruption and development discourses, measuring corruption and anti-corruption, etc.

In the last four years, DFAT's support has been instrumental in achieving these results and in generating a broader momentum to fight corruption, both globally and in the Asia-Pacific region. To ensure the sustainability of the results achieved, both DFAT and UNDP are looking to continue their collaboration with a particular focus this time on the Asia-Pacific region. The rationale for the continued support is the following:

First, as noted by the GAIN mid-term review (MTR), which was carried out by two independent experts in 2015, significant progress has been made on all three objectives of GAIN that underpin this project proposal. The MTR found that "the programme has provided cost-effective delivery of results. As a global programme, it has made efficient use of UNDP human and financial resources". The report also concluded that there was increased demand from the public for anti-corruption interventions in those countries where GAIN provided support. But fighting corruption is a long-term endeavour. The evaluation report therefore also recommended that the work initiated during 2012-2015 needed to be further sustained, in particular, the successful initiatives in the Asia-Pacific region

such as the social accountability and innovation initiatives implemented in more than eight countries[11].

Second, the Asia-Pacific region is a priority region for both DFAT and UNDP, which have been working with partner countries in the region to support their efforts to tackle corruption and improve transparency and accountability. UNDP has been engaged in supporting programming countries on governance and anti-corruption in the Asia-Pacific region for the last two decades. Anti-corruption in particular has been among the top two areas in governance to receive requests for policy and advisory support by UNDP Country Offices[12], showing the interest of countries in the region to undertake reforms in this area.

Third, the ACPI project is aligned with DFAT's broader priorities and newly articulated strategy, including DFAT's priorities in delivering an innovative aid programme. Centred on the Indo-Pacific region, DFAT's Strategic Framework 2015-2019 aims to contribute to sustainable economic growth, poverty reduction and regional stability, as well as strengthening international frameworks and norms that promote human rights, gender equality, democratic principles and the rule of law, international security, and open and transparent global markets.[13] Having been actively involved in international discussions on the SDGs and promoting the engagement of all development actors, including NGOs, civil society organizations, the private sector, philanthropic organizations and academia, both DFAT and UNDP are committed to the implementation of the 2030 development agenda.[14]

1.3. Lessons learned from the Mid-Term Review of GAIN

At the beginning of 2015, UNDP launched the mid-term review (MTR) of the DFAT supported project under GAIN. The results of the MTR showed that the GAIN programme continued meeting expectations by providing leadership in the achievement of objectives, value chain support and knowledge management.

The MTR underlined that one of the programme's major strengths was the support for innovative and community driven solutions to corruption, for example, most recently, with the 'Social Innovation Competition on Anti-Corruption for Development in Asia Pacific'. It also highlighted that good progress was made on integrating anti-corruption into UNDAFs and UN programming

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[11]   For more details please refer to section 1.3

[12]   This is based on the Bangkok Regional Hub's service tracker of demand for advisory services from UNDP Country Offices.

[13]   DFAT (2015). Strategic Framework 2015-2019. Available from http://dfat.gov.au/about-us/department/Documents/strategic-framework-2015-2019.pdf.

[14]   For more details, see DFAT (2015). Strategy for Australia's aid investments in private sector development, October 2015. Available from http://dfat.gov.au/about-us/publications/Pages/strategy-for-australias-aid-investments-in-private-sector-development.aspx.

processes. The report noted that the use of seed funding and pilot projects to test what are viable practices was consistently applied and GAIN had used this methodology to good effect, thus allowing new ideas to be nurtured, while also recognizing the possibility of failure of some pilot projects. The report also identified that four out of the five country programs reviewed focused on engaging with and mobilizing women to develop and participate in anti-corruption activities[15].

The lessons from the MTR have been incorporated in the ACPI proposal in the following way. First, the priority countries will be chosen based on the existence of a strong political will for anti-corruption reforms. Second, a sound contextual analysis will be conducted before implementing the activities under Objective 1 and 2 at the national and local levels. The contextual analysis will also inform the process and sequencing of activities. In addition to the contextual analysis, competitive and evidence-based project selection will be used to ensure the existence of political will and mechanisms to sustain the project beyond the ACPI's support. Third, as recognized in the MTR, the project's global team will continue building a strong community at the global level to ensure that results can be properly leveraged and strong relationships can be built with the right national and international actors to maximize the impact of the planned activities. Fourth, building on the lessons learned from the sectoral projects implemented during the first phase (2012-2015), the ACPI project will continue to prioritize the service delivery sectors such as the health, education and water sectors, but will expand its engagement into construction, infrastructure, justice and other sectors.

The ACPI project takes into account the following recommendations of the MTR:

Table 2: Key recommendations of the MTR[16]
1. GAIN should be continued as a global programme to ensure a consistent approach and assurance of quality of all UNDP's work on anti-corruption.   *Note: GAIN will continue to be a global programme with contributions from UNDP and other donor/partners, including DFAT.*
2. Continue supporting innovative projects in water, education and health, since this has been one of GAIN's flagships, producing results and impact on the ground and allowing initiatives to be up-scaled from local to national levels.   *Note: This recommendation is addressed under Objective 1, Output 1.1 of the ACPI project.*
3. Continue to integrate anti-corruption into development. GAIN has shown that when anti-corruption is addressed as a bottleneck to development, it can create greater programme dividends. One of the entry points is integration of anti-corruption into UNDAF processes.   *Note: This recommendation is addressed under Objective 2, Output 2.1 of the ACPI project.*
4. Continue supporting ACAs and relevant integrity institutions. These institutions prove to be an excellent entry point for UNDP and other partners to support and promote governance

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[15] www.anti-corruption.org

[16] The entire set of recommendations and management response is attached (Annex 2)

reforms in the country.
Note: This recommendation is addressed under Objective 2, Output 2.2 of the ACPI project.
5. Increase the capacity of GAIN to partner, produce and deliver knowledge products in a timely manner.
Note: This recommendation is addressed under Objective 3, Outputs 3.1 and 3.2 of the ACPI project.

1.4. UNDP's niche and comparative advantages on anti-corruption

UNDP is uniquely positioned to facilitate meaningful dialogue and engagement between governments, civil society and the private sector through its long-standing partnerships with key actors, such as UNODC, the UN Global Compact, the CSR Network and Transparency International. As the Secretariat of the Conference of the States Parties to UNCAC, UNODC takes the lead in UNCAC review processes, primarily working with government counterparts and focusing on strengthening policies, laws and institutions. On the other hand, Transparency International, through its global network, takes the lead on global advocacy and awareness to ensure that citizens' voices are heard and public opinions and perceptions contribute to making governments transparent and accountable. UNDP, as the lead UN "development agency", acts as a bridge between governments and civil society to facilitate dialogue and to ensure that development and anti-corruption agendas are synergized. For example, the UNDP-led **Going beyond the Minimum** methodology has been instrumental in engaging development partners, civil society and other stakeholders in the UNCAC review process in many countries.

Within the UN system, UNDP is also playing a key role in supporting the implementation of SDGs, in particular, Goal 16, aiming, inter alia, to support countries to prevent and tackle corruption. This builds on UNDP's central role in the past decade in advocating for anti-corruption to be recognised as a major development issue. UNDP, in partnership with UNODC (and others), will continue to promote the integration of anti-corruption in national development agendas, and to mainstream the anti-corruption targets of Goal 16 in national planning and budgetary processes. UNDP, as the custodian of the UN resident coordinator system, is well-positioned to promote coordinated national actions and partnerships by bringing together donor partners, governments, civil society and the private sector to support countries in their national efforts to achieve the SDGs.

UNDP has gained tremendous experience in mainstreaming anti-corruption into the development agenda, from the Programme on Anti-Corruption for Development Effectiveness (PACDE) global project (the predecessor of GAIN) and from the first phase (2012-2015) of the Australia supported GAIN global project. The lessons learned from this engagement provide an excellent repository of knowledge to draw on for the implementation of the ACPI project. For example, UNDP has

developed corruption risk mitigation methodologies in service delivery sectors, procurement and infrastructure. These methodologies have been tested and applied in 27 countries, including six countries in the Asia-Pacific region.

In recent years, the world has witnessed new waves of violent extremism that have taken the lives of many innocent people. While violent extremism is also a security problem, the hard-line approach, focusing only on security measures and anti-terrorism strategies, is not sufficient and risks further inflaming violent extremism. The prevention of violent extremism needs to go beyond strict security concerns, and look at the development related causes and solutions, anchored in robust analysis of the diverse local drivers of violent extremism. UNDP's conceptual framework consists of 11 interlinked building blocks forming a theory of change that explains how development can help prevent violent extremism. Enhancing the fight against corruption and widespread impunity is an important component of that strategy. Countries or local communities that make a solid effort to reduce the petty and grand corruption that fuel people's perceptions of injustice provide a visible sign that the causes of inequality and unequal opportunities are being addressed. UNDP strategies at the national level will not only consider the design of new initiatives (including fast track projects to address immediate challenges) but also include an analysis and adaptation of UNDP's existing portfolio of projects, examining how they may positively or negatively influence the drivers of radicalization and violent extremism.

Figure 1: The Building blocks of regional and national strategies for preventing violent extremism
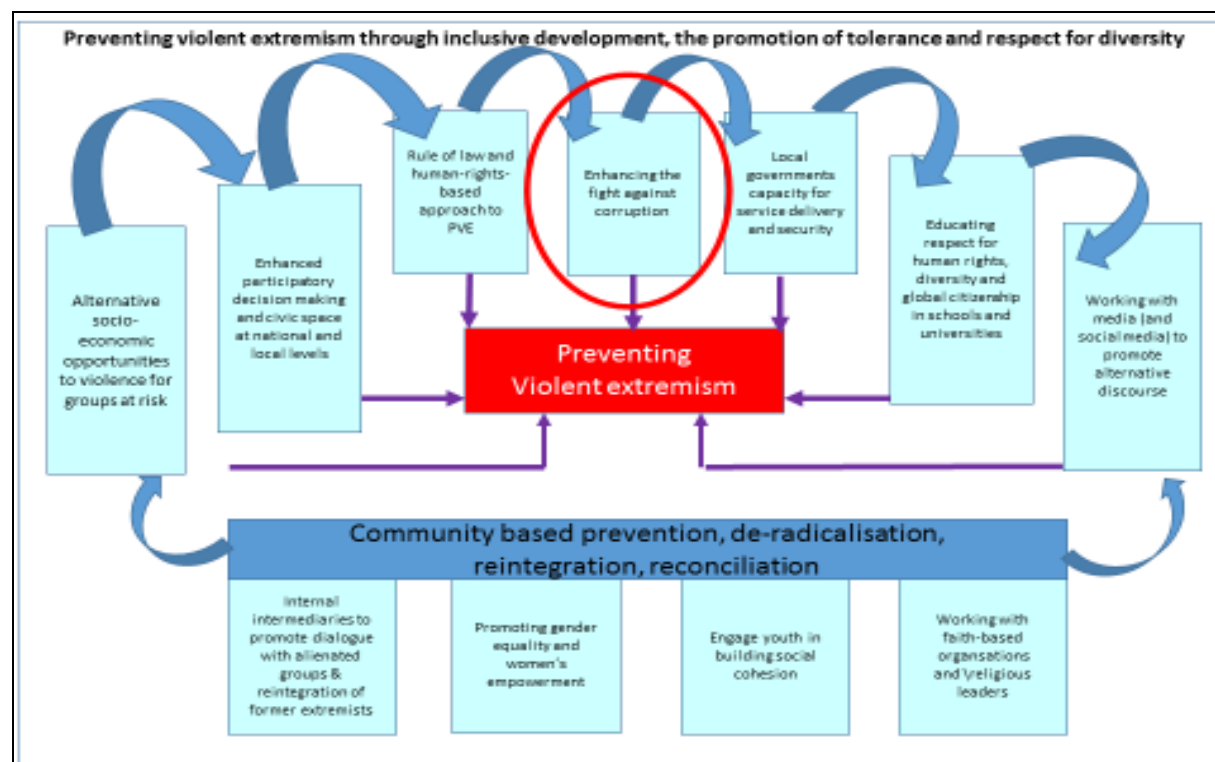
During the last decade, UNDP has also developed a strategic partnership on anti-corruption. In addition to UNODC, UNDP partners with more than 15 major anti-corruption actors, including

Transparency International, U4 Resource Centre, the World Bank, the OECD, the US State Department, DFID, DFAT, Norad, SIDA, GIZ, the Basel Institute on Governance, Integrity Action, Global Integrity, GOPAC and the Huairou Commission. This broad network of partners will be critical for the successful implementation of anti-corruption initiatives in and beyond the Asia-Pacific region.

2. PROJECT STRATEGY

The ACPI project builds on many successful initiatives of the Phase 1 of GAIN implemented during 2012-2015 with funding from DFAT and other donors. This project takes into consideration the lessons learned that were presented above and the recommendations made in the GAIN MTR. This project will apply UNDP's four-pronged approach to preventing corruption: (1) the corruption risk mitigation approach, particularly in the service delivery sectors such as health, education, water and infrastructure, justice and security; (2) the social accountability approach of enhancing the monitoring and oversight of services by communities and civil society organizations and promoting the use of ICT technologies; (3) the empowerment approach through women, youth and private sector engagement to enhance transparency and accountability; and (4) the institutional capacity development approach (e.g., supporting the capacity of anti-corruption agencies to monitor budgets, infrastructures and services including procurement processes).

Figure 2: UNDP's anti-corruption approach to contributing to the SDGs and supporting countries to prevent and tackle corruption
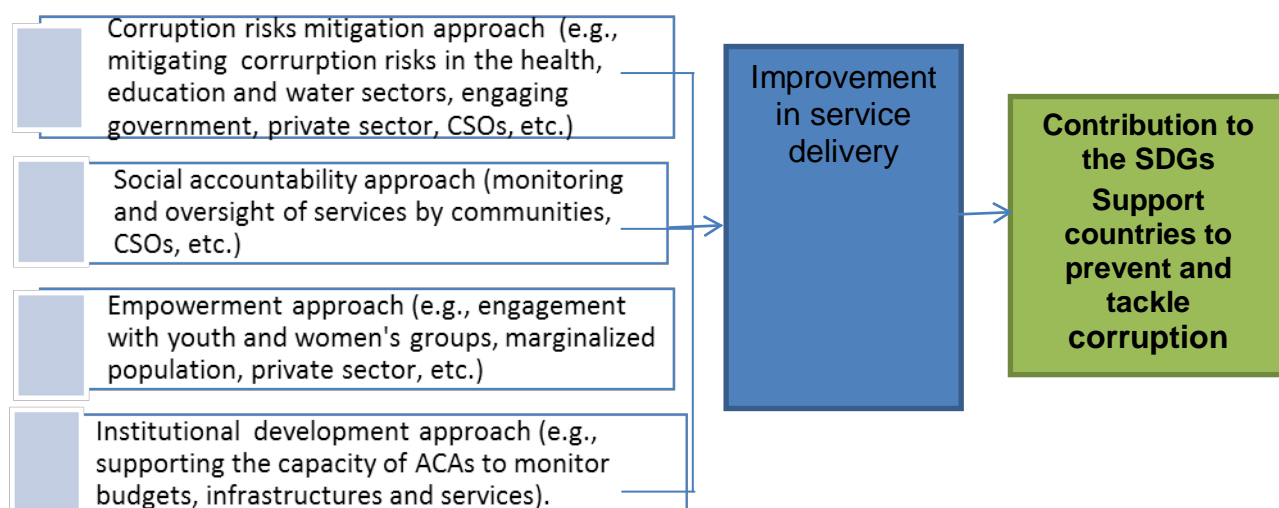
The ACPI project, which is an integral part of UNDP's Global Anti-Corruption Initiative (GAIN)[17], will target particularly the Asia-Pacific region.[18]   The project will focus on three interrelated and complementary objectives:

1) integrating anti-corruption solutions in service delivery sectors by (a) addressing corruption risks through corruption risk assessments, (b) strengthening social accountability mechanisms; (c) empowering youth and women networks, and engaging the private sector;

2) strengthening state/institutional capacity to implement UNCAC, particularly focusing on mainstreaming UNCAC in national development processes (such as mainstreaming targets 16.5 and 16.6 of the SDGs) and strengthening the capacity of anti-corruption agencies for the prevention of corruption; and

3) promoting awareness and knowledge on anti-corruption to support national anti-corruption efforts, including a better understanding of the link between violent extremism and corruption.

Table 3: Proposed objectives and outputs of the ACPI project

Objectives	Outputs
Objective 1: Integrate anti-corruption solutions in service delivery sectors, in partnership with youth, women and private sector.	Output 1.1: Anti-corruption solutions integrated in service delivery systems (such as in health, education, water and infrastructure, justice and security) to mitigate corruption risks.
	Output 1.2: Social accountability mechanisms to monitor services and provide oversight promoted and strengthened (such as civic engagement, youth and women empowerment, and the private sector participation).
Objective 2: Strengthen state/institutional capacity to implement UNCAC, in particular with regard to the prevention of corruption.	Output 2.1: UNCAC and anti-corruption integrated in national development processes, including the mainstreaming of SDGs at national and sub-national levels, to prevent and tackle corruption.
	Output 2.2: Measures to prevent corruption are put in place by anti-corruption institutions.
Objective 3: Promote knowledge and advocacy to support anti-corruption efforts, including a better understanding of the link between violent extremism and corruption.	Output 3.1: Advocacy is promoted at national and sub-national levels to reinforce anti-corruption efforts.
	Output 3.2: Knowledge on anti-corruption is produced and shared globally, including through south-south and triangular cooperation.

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[17]   UNDP's Programme on Anti-Corruption for Development Effectiveness (PACDE) came to an end on 31 December 2013 and was succeeded by UNDP's Global Anti-Corruption Initiative (GAIN) (2014-2017).

[18]   UNDP uses the term "Asia-Pacific region". The "Indo-Pacific region" is the official term used by the Government of Australia to cover the same region.

2.1. Theory of change

The results based framework presented in Section 3 provides a logical framework to describe how the ACPI project aims to achieve results, but the aim of this sub-section is to describe overall context regarding what, how and why a desired change is expected to happen. The ACPI project aims to support anti-corruption institutions, systems and mechanisms to function more effectively to ensure that partner countries are able to prevent and tackle corruption. The project envisages all three objectives contributing to establishing/strengthening national anti-corruption systems, institutions and measures to remove governance and integrity related bottlenecks and challenges. The medium and long term impact of the various anti-corruption activities implemented by this project is improved service delivery in terms of quality and access, and contribution to the achievement of the SDGs, which will themselves be conducive to supporting countries in preventing and tackling corruption.

Given limited resources, the project aims to implement its activities in a few selected countries in the Asia-Pacific region. In order to be effective, the aim is to focus on selected countries to achieve all three objectives of this project. Objective 1 on "integrating anti-corruption solutions in service delivery sectors, in partnership with youth, women and the private sector" will be linked to the implementation of Objective 2 on "strengthening state/institutional capacity to implement UNCAC with regard to the prevention of corruption". Implementation of Objective 3 on global advocacy and knowledge will contribute to the achievement of both Objective 1 and 2.

The theory of change for the ACPI project is guided by the strong link between governance, peace-building and development. There is now empirical evidence that it will not be possible to deliver peaceful, just and inclusive societies when corruption continues to deprive many people of important development dividends. UNDP is currently implementing its global strategy, entitled 'Preventing Violent Extremism through Inclusive Development and the Promotion of Tolerance and Respect for Diversity'. UNDP advocates a comprehensive development response to addressing radicalization and violent extremism, realising that the prevention of violent extremism needs to go beyond strict security concerns, and should look at the development related causes of this phenomenon such as perceptions of injustice, human rights violations, social-political exclusion, widespread corruption and the sustained mistreatment of certain groups.

This project thus aims to contribute to building peaceful, just and inclusive societies by addressing the corruption problem. In order to do so, this project will support countries in the Asia-Pacific region to upscale those successful sectoral and social accountability initiatives (such as corruption risk mitigation pilot projects in health, education, water and infrastructure, justice and security sectors) that were launched during the 2012-2015 period (Phase 1 of DFAT support). The project will

also support the introduction of sectoral programmes to new countries where there is a demand for and political commitment. In line with the 2030 Development Agenda, the project also aims to encourage countries to mainstream anti-corruption at national and local levels in their national development agendas to strengthen national and local level capacities to prevent and tackle corruption in the medium and long run.

The ACPI project will work with civil society networks, young women and men, grassroots women[19] and the private sector to engage them in planning as well as monitoring services delivered by government and the private sector. In parallel, the project will also continue to strengthen the capacity of anti-corruption agencies, which have proved to be good entry points for UNDP to collaborate with multiple actors to promote UNCAC implementation, specifically in the prevention of corruption (e.g. system audits and corruption risk assessments conducted by the ACAs in a particular service delivery sector).

Box 1: Overall strategy for engaging with disadvantaged women and women's groups

1. The ACPI will continue the cooperation established during the Phase 1 with grassroots women's organizations (e.g. in Bangladesh, India, Nepal, the Philippines, etc.) to empower women to get involved in matters affecting their community. The ACPI will also involve well-recognised female figures from the Asia Pacific region that have made a difference in promoting transparency and integrity to promote these role models and inspire other women.

2. Grassroots women organizations will be mobilized at the local level (in both rural and urban areas) and necessary training and other capacity building activities will be provided to enable them to meaningfully engage in the planning and monitoring of public budgets, expenditures and services at the local level.

3. The ACPI will facilitate the engagement of grassroots women's organisations such as networks and federations of self-help groups, cooperatives and other community based groups with local authorities and private sector to enable their active participation in local governance processes.

Through improved anti-corruption awareness, advocacy and knowledge sharing with different stakeholders such as governments, civil society, youth, women and the private sector, the project aims to change people's attitudes to fighting corruption. For example, according to Transparency International, **99 per cent** of young people in Cambodia think that corruption blocks development, but at the same time 59 per cent of them say they would pay a percentage of their future salary to get a secure job. These data clearly illustrate a need for empowering youth, women and disadvantaged communities to provide them with equitable access to opportunities and to change people's attitudes towards corruption.

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[19] A grassroots woman leader is a woman who works on issues affecting her local community.

> **Box 2: Overall strategy for engaging with the private sector**
>
> 1. The ACPI will try to galvanize private sector support for the anti-corruption components of SDG 16 (e.g. private sector construction companies for clean construction, procurement reform, infrastructure building, etc.), given that the Global Compact and Business for Social Responsibility (BSR) have also prioritized the SDGs agenda.
> 2. The ACPI will also focus on partnering with those business and private sector entities that have committed to robust anti-corruption behaviours, such as the Global Compact Principles, the anti-bribery code for business, business integrity initiatives, etc.
> 3. The private sector (e.g. the CSR network and the Global Compact) has shown its interest in engaging with the ACPI on youth empowerment and the use of ICTs to strengthen transparency and accountability. These two areas will be useful entry points.
> 4. The engagement with the private sector will also start with building trust and finding mutual areas of interest, such as the global and regional advocacy on fighting corruption.

In the Asia-Pacific region, the ACPI project aims to strengthen its partnerships and collaboration with ASEAN on three fronts: (a) wherever possible, building synergies between the ACPI priorities and the ASEAN Secretariat's regional anti-corruption agenda; (b) devising regional knowledge products on how transparency, accountability and cooperation in the region can lead to the successful implementation of the ASEAN Economic Community blue print and proactively counter potential corruption related risks in the areas of security (e.g. preventing violent extremism), economic growth and regional trade; (c) regional advocacy on anti-corruption including working with the business sector (e.g. Global Compact and CSR Networks) to link the business integrity agenda with the development agenda.

Sustainable solutions for the prevention of violent extremism require an inclusive development approach anchored in tolerance, political and economic empowerment and the reduction of inequalities. As noted, UNDP's conceptual framework and theory of change defines 11 interlinked building blocks for strategies for preventing violent extremism, including promoting the rule of law, anti-corruption, human rights, participatory decision making and civic space, local governance, socio-economic alternatives, service delivery and working with faith based organizations.[20] UNDP will work with a range of actors at the national and community level by building relationships with other key organisations with expertise in violent extremism including development partners (e.g. the European Union and Australia), UN agencies (the UN Department of Political Affairs, the UN Inter-Regional Crime and Justice Research Institute and others), representatives of the media, academia, the private sector, youth groups, women's organizations and faith based organizations.

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[20] UNDP (2015). Preventing Violent Extremism through Inclusive Development and the Promotion of Tolerance and Respect for Diversity. UNDP Strategy Paper.

This project aims to contribute to the implementation of the UNDP strategy of addressing radicalization and violent extremism from an anti-corruption perspective by engaging with key stakeholders to better understand the link between violent extremism and corruption. It aims to commission case studies and reports to understand the drivers of corruption and violent extremism and to organize global, regional and national level dialogue forums to bridge the knowledge and engagement gaps between youth and their government representatives. As a follow up to these studies and reports, it will also explore partnerships at the national and local level to implement action plans to prevent violent extremism.

As presented below, Figure 3 tries to explain how the ACPI project would like to achieve its overall results by implementing its activities.

Figure 3: The theory of change envisioned by the ACPI project

Impact

Improved implementation of the SDGs, and SDG 16 in particular, through corruption risk mitigation in service delivery and more transparent and accountable institutions.

Outcomes

Men and women in local communities are satisfied with the service delivery by the government and private sector. Access to quality services is increased. Civic engagement mechanisms are functioning.

Anti-corruption becomes an integral part of national development processes.

Citizens use their knowledge to prevent corruption and exercise their rights to keep the governments accountable.

Outputs

Anti-corruption solutions integrated in service delivery systems (such as in health, education, water and infrastructure, justice and security) to mitigate corruption risks.
Social accountability mechanisms are enhanced to monitor services and provide oversight.

UNCAC and anti-corruption integrated in national development processes, including the mainstreaming of SDGs at national and sub-national levels that will support countries to prevent and tackle corruption. Measures to prevent and combat corruption are put in place by AC institutions.

Advocacy is promoted at national and sub-national levels to reinforce anti-corruption efforts.

Knowledge on anti-corruption is produced and shared globally.

Activities

Organize trainings for governments, civil society and the private sector on risk assessments; conduct risk assessments of sectors; develop and implement risk reduction work-plans; upscale successful risk mitigation initiatives; provide support for e-governance tools for effective monitoring & transparency.

Provide trainings to integrate anti-corruption in UNDAFs & SDG national policies and budgets; support to conduct UNCAC review and implement follow-up plans; provide training to ACAs on prevention of corruption, including system audits; conduct capacity assessments of ACAs and support them in monitoring services.

Organize AC campaigns. Develop knowledge products, organize south-south exchanges.

Objective 1: Anti-corruption in service delivery

Objective 2: UNCAC and prevention of corruption

Objective 3: knowledge and awareness on anti-corruption

2.2. Building on the successes of 2012-2015 (the first phase of DFAT funding)

As noted in the **Situation Analysis**, with DFAT support, UNDP successfully implemented many anti-corruption initiatives in 2012-2015. As acknowledged by the MTR, there is a need to build the momentum on these initiatives with a recognition that fighting corruption and strengthening national capacities require a sustained efforts over the long run.

More specifically, during the last five years, UNDP through the GAIN programme has been leading the key flagship activities on anti-corruption, which have contributed significantly to raising awareness on the negative impact of corruption on development and bringing anti-corruption at the centre stage of global and national development discourse. Figure 4 presents four ongoing flagship initiatives on anti-corruption spearheaded by UNDP. UNDP successfully brought together various partners to develop corruption risk mitigation methodologies and implement pilot projects in service delivery sectors in more than 30 countries, contributing to strengthening transparency, accountability and integrity in the public sector with an objective of enhancing service delivery and preventing corruption. Similarly, UNDP has also been at the forefront of applying social accountability and innovation approach to prevent corruption. This approach has been instrumental to engage various stakeholders such as CSOs, private sector, donor partners, and government agencies and take the maximum advantages from the use of ICTs to monitor services.

UNDP together with UNODC has promoted the participation of donor community, development actors, civil society, parliamentarians, private sector and other stakeholders in UNCAC review by expanding the scope of UNCAC. In order to make UNCAC effective, this momentum needs to be sustained. On global advocacy, the international Anti-corruption Day Campaign and the joint UNDP-UNODC commemoration of **International Anti-Corruption Day** on 9 December has served as a prime platform for national dialogue, advocacy and discussion on anti-corruption. The ACPI thus will continue advocacy to commentate the International Anti-Corruption Day.

Figure 4: GAIN's flagship anti-corruption initiatives in 2012-2015
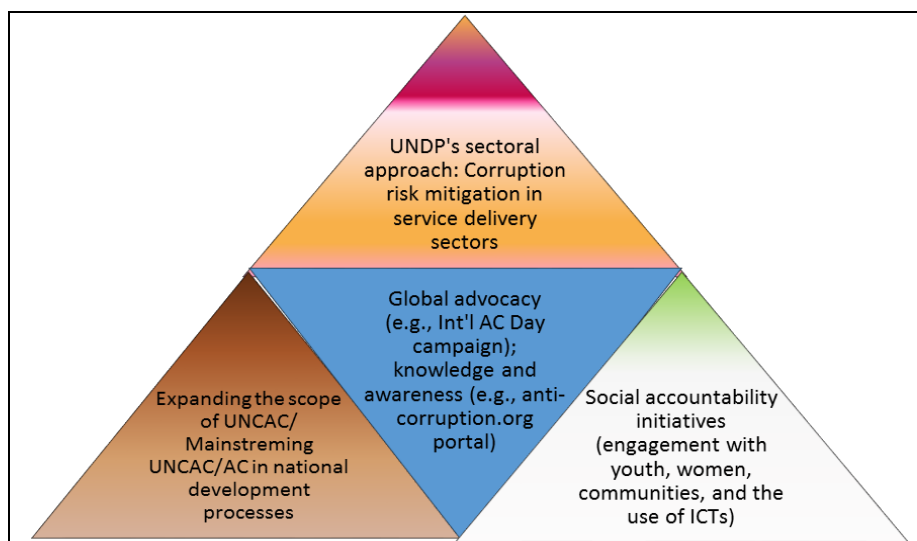
2.3. Leveraging UNDP's existing expertise and global network of partners

While focusing on the Asia-Pacific region, the ACPI project aims to capitalize on UNDP's anti-corruption capacities and networks available at global, regional and country levels. Conversely, the ACPI project will also provide lessons that will be useful for the other regions.

Anti-corruption is one of the key areas under the Governance and Peace-building cluster to delivering on UNDP's Strategic Plan (2014-2017) and in providing UNDP's support for the implementation of the 2030 Development Agenda. In addition to DFAT support, UNDP's global efforts against corruption attract additional resources from other donors such as Norway, the Republic of Korea, the U.S. State Department and the Principality of Liechtenstein.

The ACPI project will be managed by a global team based in Singapore (comprising a Project Technical Adviser and a Project Manager) that will also continue to coordinate UNDP's policy and programme support at the global level. The global team will be responsible for the results-based management of the project (e.g. quality assurance, planning, target setting, timely delivery on the activities, and monitoring and evaluation of the project activities), coordination and partnerships, and global knowledge management (e.g. south-south and triangular knowledge exchange).

The Regional Anti-corruption Adviser based in the Bangkok Regional Hub (funded by UNDP core funding) is an integral part of this project. The Adviser will coordinate with the global team in work plan development, country selection, and reporting. The Adviser will be responsible for providing advisory support to countries. The Adviser will also bring in the regional perspective and experiences and will take the lead in organizing regional advocacy campaigns and regional anti-corruption dialogues, and in strengthening partnerships with regional institutions and organizations.

The ACPI project will benefit from UNDP/GAIN's global anti-corruption architecture, with advisers in UNDP's regional hubs in Bangkok, Addis Ababa and Beirut who are funded from UNDP's core (global and regional programme) resources. GAIN will also continue operating through the Governance and Peace-building team leaders in the regions and anti-corruption consultants based in the Istanbul and Panama Hubs to support countries in their respective regions.

The UNDP Country Offices will be responsible for implementing anti-corruption activities in their respective countries and providing technical support to national counterparts. To deliver results, the Country Offices will be responsible for the day-to-day monitoring of the project at the country level and reporting to the global team on a semi-annual and annual basis.

The global team will also tap into the expertise of UNDP's various units such as UNDP Global Policy Centre for Public Sector Excellence (GCPSE) in Singapore, UNDP Seoul Policy Centre, UNDP Oslo Governance Centre and various teams under UNDP's Governance and Peace-building cluster (based

in HQ and the regional Hubs). The Responsive and Accountable Institutions Team in the Governance and Peace-building cluster based in New York will be the primary HQ focal point for GAIN and the ACPI project.

Under the MoU signed in 2008 between UNDP and UNODC, UNDP will continue to work closely with UNODC, as well as with other development partners, to implement activities at global, regional and country levels. The MoU recognizes that the two organizations share common goals related to the delivery of technical assistance to countries in the areas of governance and anti-corruption. GAIN will also tap into the experience and expertise of more than 15 programme partners including Transparency International, Integrity Action, U4, Global Compact, CSR Network, and Huairou Commission to implement the ACPI project.

2.4. Building synergies with the MAPS approach for the implementation of the SDGs

In supporting the SDGs and in particular SDG 16, the project will utilize the MAPS (Mainstreaming, Acceleration and Policy Support) approach, which is the common strategy approved by the United Nations Development Group (UNDG) to ensure effective and coherent implementation of the SDGs agenda. *Mainstreaming* aims to ensure that anti-corruption and other targets are integrated into national plans, strategies and budgets through a sectoral approach, social accountability initiatives, and the mainstreaming of UNCAC and anti-corruption into the development processes. *Acceleration* will be supported by the use and further elaboration of tools, methodologies, risk assessment patterns to identify critical constraints and bottlenecks to fight corruption. The project will also provide coordinated *Policy Support* to countries that will be involved in project implementation, through support from UNDP global and regional advisers in coordination with UNODC and other partners, particularly in the implementation and mainstreaming of anti-corruption targets of the SDGs (Targets 16.5 and 16.6 of Goal 16).

2.5. Selecting the priority countries for the ACPI project

A combination of the following criteria will be used to select the priority countries:

1. Countries, which are of high priority for both UNDP and DFAT

2. Countries that have strong support from the government and other stakeholders to actively engage in the activities and take the ownership

3. Countries that have successfully implemented a pilot initiative in Phase 1 and have potential for upscaling

4. Projects that will demonstrate impact of intervention and improved service delivery and have the potential to be up-scaled and sustained

5. Projects that along with improving service delivery will support economic growth and trade

6. Projects that envision partnership with other UN agencies and relevant donor and other partners

7. Projects that are able to diversify funds and bring in more resources

8. Projects that have strong gender, youth and private sector engagement components

All projects should also look to effectively address gender equality issues (beyond engagement and participation of women in monitoring activities).

2.6. Media and communication strategy

Building on the experiences of GAIN, the ACPI will have the following media and communication strategy to complement its efforts:

1. To secure the political will and commitment of the Government and other stakeholders for the national and local level activities, the ACPI will invite selected media representatives as major stakeholders at key project events such as the project launch meetings, discussions on the findings of the corruption risks assessments, and monitoring and evaluation of progress.

2. All knowledge products of the ACPI will be disseminated through the UNDP communications office and a network of journalists. The ACPI will also utilize GAIN's global network and social media channels for communication and knowledge sharing.

3. ACPI will also develop press materials to engage journalists, as well as the target audience for advocacy around the International Anti-corruption Day Campaign.

4. The ACPI will also disseminate updates on the project and its mid-term and annual progress reports through GAIN's regular news updates and the AP-INTACT network.

5. The ACPI project will also utilize the UNDP website, the UN inter-agency anti-corruption website, Twitter, YouTube and other social media tools to popularize and showcase its work.

3. RESULTS BASED FRAMEWORK (2016-2020)

Overall objective:

The overall objective of the proposed project is to support countries to strengthen anti-corruption systems, institutions and civic engagement mechanisms to better manage and deliver public resources and services to prevent and tackle corruption. Please note that the ACPI project, while contributing partially to the achievement of the outcomes, will be accountable only for achieving its outputs.

Objective 1: Integrate anti-corruption solutions in service delivery sectors, in partnership with youth, women and the private sector.

Output 1.1: Anti-corruption solutions integrated in service delivery systems (such as in health, education, water and infrastructure, justice and security) to mitigate corruption risks.

As noted by the MTR of GAIN, the sectoral approach has been one of the most successful and innovative initiatives undertaken by UNDP. Having pioneered this initiative, UNDP has gained the necessary knowledge and learned important lessons during the last four years to continue this initiative. In Phase 2, the ACPI project will aim to upscale the successful projects implemented in 2012-2015 to improve service delivery in the education, health and water sectors. Moreover, the ACPI will also engage with at least 3-4 new countries with the objective of integrating anti-corruption solutions to those areas of service delivery, which are likely to support economic growth and trade. The corruption risk mitigation methodologies and lessons learned from the education, health and water sector will be expanded to the justice, infrastructure and security sectors with the recognition that the improvement in services in these sectors would directly and indirectly contribute to the economic growth and trade.

In order to ensure sustainability, the sectoral initiative will be implemented where there is enough commitment from the Government and a high likelihood that multiple stakeholders, including donors, civil society and private sector, can be mobilized. A broad coalition of stakeholders, including representatives from grassroots women's and youth organisations and private sector, will be formed before the launch of a sectoral project, which will begin with a proper sequencing of activities and clear roles and responsibilities assigned to each actor. The sectoral intervention will start with a diagnosis of corruption risks in a particular sector; this diagnosis will then contribute to developing a corruption risk reduction plan, which will include initiatives to improve policies and legislation, monitoring mechanisms (e.g. by civil society, anti-corruption agencies, etc.), and internal and external anti-corruption measures (such as improving the transparency and accountability of the service provider by using ICTs, enhancing internal ethics and integrity, etc.). The selection of countries will be done on a competitive basis through the Expressions of Interest. By the end of Year 4, it is expected that up to **five countries** in the Asia-Pacific region will have implemented successful sectoral initiatives with institutionalized processes and procedures in place that are exercised by the Government at the national and local level. In particular, the ACPI project will combine the expertise and resources of the UNDP Bangkok Hub to strengthen service delivery at the local level given that in many Asia-Pacific countries government spending and service delivery are particularly slow and the problem of corruption is prevalent. The Bangkok Regional Hub plans to support UNDP Country

Offices to implement innovative local governance activities, including the use of mobile technology to combat corruption.

In particular, the Hub will initiate a competition for innovations in open government, as part of work on service delivery at the local level. The competition will encourage countries to use new technologies to promote open government and data at the local level, in particular focusing on disadvantaged communities to "reach the last mile". This means working with innovators (e.g. social entrepreneurs, youth, and private IT companies) to develop innovative applications for promoting more open government, as well as enabling people's voices to be heard. The apps, software and other IT tools aim to:

- Empower the community to have access to basic services, especially the most disadvantaged ones, in accordance with the principle of "reaching the last mile" of the SDGs (in the context of remote villages or slums in cities);

- Enable the community to participate in local affairs (e.g. by influencing priorities in the development of the local budgets) ;

- Get feedback from the people on the quality of services provided at the local level (e.g. by developing an app that rates the best or the worst services in a locality);

- Provide an easy channel for reporting problems at the local level (e.g. the PNG initiative "Mobile Phones Against Corruption" − or the UK's "Check My Street" model) ; and

- Analyse open data, for example to identify potential red flags (e.g. in the way a mayor is awarding local contracts to firms).

Key activities to be implemented in 2016-2020

1. Through a competitive process, select projects and provide advisory support to improve their quality by setting realistic targets, indicators and baselines.
2. Conduct scoping missions to understand the political and institutional environment, discuss with government its interest in, engagement with and commitment to the initiative before launching a sectoral project.
3. Organize multi-stakeholder dialogues between line ministries, ACAs, civil society, donors and other actors to engage key stakeholders in developing and implementing sectoral projects.
4. Provide training to governments, CSOs and the private sector on integrity and corruption risk assessments.
5. Conduct corruption risk assessments in specific sectors and provide support to develop and implement risk mitigation action plans to enhance transparency and accountability, including through the introduction of e-governance tools.
6. Monitor and evaluate implementation of the risk reduction action plans.

Output 1.2: Social accountability mechanisms to monitor services and provide oversight promoted and strengthened (such as civic engagement, engagement and participation of youth and grassroots women, private sector participation)

In Phase 2, the ACPI project will build on the successes of social accountability projects in the Asia-Pacific region (in China, Indonesia, Pakistan, the Philippines, Vietnam and Thailand) and upscale

these activities. Moreover, UNDP will continue engaging with women and youth networks to make service delivery transparent, accountable and efficient. On youth empowerment, UNDP aims to promote and contextualise the successful initiative of Thailand (the 'Refuse to be Corrupt' youth cafés) to other ASEAN countries. UNDP will continue its partnership with grassroots women's organizations (e.g. in Bangladesh, India, Nepal, the Philippines, etc.) to enable citizens to have a greater say in and scrutiny of public budgets, expenditure and services at the local level. UNDP will work with NGOs such as Transparency International, the Open Government Partnership and the Asia Foundation, as well as with the private sector, to promote social accountability mechanisms through new technologies.

Building on GAIN's experiences, this output also aims to engage the CSO networks to work with the private sector to strengthen transparency and accountability in construction and procurement processes. For example, working through TI and the business community, GAIN provided support to Moldova in 2014 to enhance the transparency and accountability of the Mayor's Office in Chisinau in offering construction permits.

Key activities to be implemented in 2016-2020

1. Work with civil society actors and the private sector to promote open data, access to information, and procurement transparency in service delivery at the local level.
2. Support the monitoring of budgets, expenditure and services by civil society and the community, including through the adoption of new technologies to monitor services.
3. Strengthen women's networks to improve transparency and accountability in service delivery.
4. Provide support to youth networks for their innovative social accountability projects.

Both Outputs 1.1 and 1.2 aim to mitigate corruption risks in service delivery through the implementation of a sectoral approach to fighting corruption. However, the entry points for programming for Output 1.1are the line ministries, municipalities, local authorities, public service providers and ACAs (government authorities), while the entry points for Output 1.2 for social accountability are CSOs, youth and women's networks (non-state actors).

Figure 5: Illustrative results chain for Objective 1: Integrate anti-corruption solutions in service delivery sectors, in partnership with youth, women and the private sector.
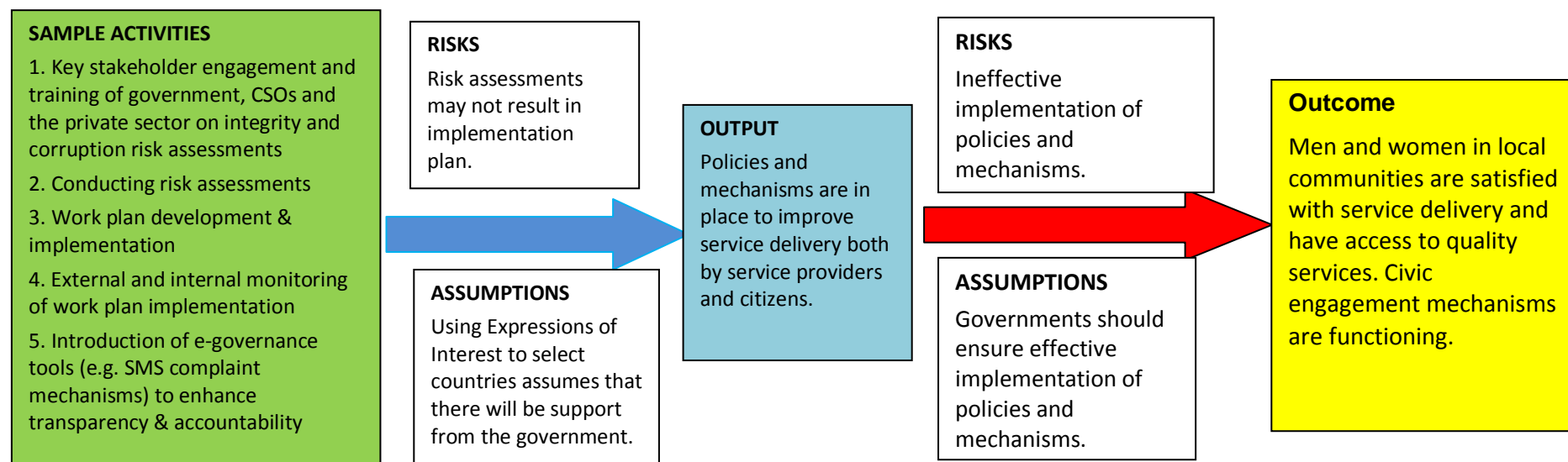
SAMPLE ACTIVITIES

1. Key stakeholder engagement and training of government, CSOs and the private sector on integrity and corruption risk assessments

2. Conducting risk assessments

3. Work plan development & implementation

4. External and internal monitoring of work plan implementation

5. Introduction of e-governance tools (e.g. SMS complaint mechanisms) to enhance transparency & accountability

RISKS

Risk assessments may not result in implementation plan.

ASSUMPTIONS

Using Expressions of Interest to select countries assumes that there will be support from the government.

OUTPUT

Policies and mechanisms are in place to improve service delivery both by service providers and citizens.

RISKS

Ineffective implementation of policies and mechanisms.

ASSUMPTIONS

Governments should ensure effective implementation of policies and mechanisms.

Outcome

Men and women in local communities are satisfied with service delivery and have access to quality services. Civic engagement mechanisms are functioning.

Table 4: Objective 1: Target countries and progress over a four-year period

	Year 1	Year 2	Year 3	Year 4	Total No. of countries/projects supported
Implementation of corruption risk mitigation approach (Output 1.1)	Organize scoping missions to understand political context for the projects; select countries for implementation of sectoral initiatives; inception meeting and training in results based management	Conduct corruption risks/integrity assessments; develop corruption risks reduction plans and start implementation	Implementation of risk reduction plans (AC policies, ethics/integrity, procurement reforms, open data, etc.); Monitoring & Evaluation of the projects	Implementation of risk reduction plans; Monitoring & Evaluation of the projects	Up to five 5 countries (priority will be given to the Phase 1 countries as well as those with the political will to implement sectoral projects)
Implementation of social accountability approach (Output 1.2)	Select social accountability projects and partners (e.g. CSOs, youth and women's networks); organize multi-stakeholder inception meetings and RBM training for the project; put in place project implementation, M & E strategy	Establish a consortium of CSO networks to monitor projects, conduct dialogue between service providers and non-state actors	Implement the social accountability projects (e.g., SMS complaint mechanism, budget, expenditure, procurement, services monitoring mechanisms); M & E of the projects	Implement the social accountability projects; Monitoring & Evaluation of the projects	Up to five projects will be chosen as a result of competition. Priority will be given to the countries, which were engaged in Phase 1 for replication to other regions/nationwide and scaling up

Objective 2: Strengthen state/institutional capacity to implement UNCAC, in particular with regard to the prevention of corruption.

Output 2.1 UNCAC and anti-corruption integrated in national development processes, including the mainstreaming of SDGs at national and sub-national levels, to prevent and tackle corruption.

UNCAC provides a unique opportunity to integrate and mainstream anti-corruption in ongoing governance reforms and development processes, especially in countries that have ratified UNCAC and are going through the second cycle of UNCAC review. Similarly, as mentioned above, SDGs, particularly Goal 16 and its targets, are an opportunity to link UNCAC implementation and anti-corruption reforms with national development and planning processes.

At the moment, given the limitations of the UNCAC review, such as the limited participation of CSOs and other actors and the confidentiality of the review process, UNCAC still has to realize its full potential to be a part of the national development agenda. In other words, the UNCAC and SDG implementation processes are running in parallel. The ACPI project aims to bring these processes closer together.

Since 2010, when the UNCAC review started, UNDP has been promoting UNCAC as a framework for national and global development dialogue by encouraging member states to apply "**Going Beyond the Minimum**" methodology to include civil society and other actors in national dialogues and the UNCAC review process. To expand the scope of UNCAC, UNDP will continue working with UNODC to support national stakeholder dialogues on UNCAC implementation. A range of actors, such as anti-corruption agencies, government institutions, the private sector, parliamentarians, civil society organizations (including grassroots women's organisations) and development partners, will be encouraged to participate in the UNCAC review (particularly on the prevention of corruption). UNDP will also work together with UNODC and other partners to encourage member states to develop and implement action plans to follow up on the recommendations provided by the UNCAC review. This is an opportunity to link UNCAC review findings with the national development agenda such as the integration of these findings in national SDG mainstreaming and localization processes. The ACPI project will collaborate closely with UNODC's Joint Action Programme specifically in the context of the preparation for UNCAC's second review cycle that focuses on preventive measures. The Joint Action Programme of UNODC focuses on the UNCAC review because of UNODC's role as the Secretariat of the Conference of the State Parties to UNCAC. UNDP, as the coordinator of the UN resident systems in many countries, will work together with UNODC to encourage multiple stakeholders mentioned above to encourage their participation in the UNCAC review process and its follow-ups, particularly in developing and implementing the national action plans and strategies.

Building on the successes of GAIN, the ACPI project will continue providing training for national stakeholders to integrate anti-corruption, transparency and accountability in the SDGs.[21] Training, advisory support and

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[21] Fiji/Samoa, India, Myanmar, Nepal, Pakistan, Papua New Guinea, Sri Lanka are to initiate drafting the United Nations Development Assistance Frameworks (UNDAFs) in 2016. Major UN support to any programming country is delivered through UNDAFs, which are 3-5 year UN programme documents. The UN Country Teams are currently aligning their UNDAFs with the SDGs so that UN brings together its expertise and resources to realize the SDGs.

seed funding will be provided to integrate anti-corruption and UNCAC implementation in national and local level efforts to strengthen governance and realize the SDGs, including monitoring progress in the implementation of anti-corruption targets under Goal 16 and their integration with other SDGs (e.g., health, education, water and infrastructure related Goals and targets). The ACPI project will work closely with the UNDP SDG Implementation Teams to ensure mainstreaming, acceleration and policy support for national and local efforts that align with the SDGs.[22] The result of country level support, such as training, and advisory and policy support, will be seen in the mainstreaming of the anti-corruption targets of Goal 16 through budget allocations, the integration of UNCAC and anti-corruption in national/local policies and legislation, the establishment of national/local monitoring mechanisms and frameworks, and the engagement of various stakeholders, including the parliamentarians, CSOs, audit and anti-corruption institutions, and the private sector, in measuring and monitoring the anti-corruption targets of Goal 16. For example, the UN Development Assistance Framework for the Philippines, titled "Supporting Inclusive, Sustainable and Resilient Development, 2012-2018", which is currently being aligned with the SDGs, has provided a framework which supports UN efforts to strengthen the monitoring role of the Ombudsman's Office, enhancing citizen participation and oversight in development activities and promoting the integrity and accountability of government institutions to realize the overarching vision of "good governance and anti-corruption" outlined in the Philippine Development Plan (PDP) for 2011-2016.

Key activities to be implemented in 2016-2020

1. Support the organization of national consultations and dialogues on UNCAC implementation, including multi-stakeholder engagement in the UNCAC review progress.

2. As a follow-up to the UNCAC review, coordinate the development and implementation of national anti-corruption strategies and action plans and their integration into national budgets, legislation and national development plans, such as the efforts to realize the SDGs.

3. On a demand basis, conduct country level training to integrate anti-corruption into the national development and planning processes, including the SDG efforts. Monitor the impact of such training in terms of integration of Goal 16 and the anti-corruption targets in national/local planning processes, budget allocations, policies, legislation, and the establishment of monitoring frameworks and mechanisms.

4. Provide advisory and technical support to integrate anti-corruption with the SDGs, including the implementation of the UN's MAPS (mainstreaming, acceleration and policy support) approach to support the measurement and monitoring of the implementation of the anti-corruption targets of Goal 16.

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[22]   For more information, see UNDG (2015). MAPS: Mainstreaming, Acceleration and Policy Support – Strategy for Post-2015 Implementation. Available from https://undg.org/wp-content/uploads/2015/07/MAPS-brief-10JUNE2015.pdf.

Output 2.2: Measures to prevent corruption are put in place by anti-corruption institutions.

This project will train ACAs to carry out system audits (also known as corruption risk assessments in public services), integrity assessments in the public sector, and the assessment of the implementation of anti-corruption policies in key public institutions. UNDP will also support the anti-corruption institutions to implement the recommendations generated as a result of the system audits/integrity assessments/anti-corruption policy assessments. Please note that this output aims to strengthen the capacity of ACAs to provide oversight over public service delivery by enhancing transparency, accountability and integrity. This output will be implemented in coordination with Outputs 1.1 and 1.2.

Moreover, UNDP will continue strengthening the capacity of ACAs to implement national anti-corruption strategies, action plans and policies, as well as the ACAs' engagement with civil society on the prevention of corruption, including advocacy and awareness. UNDP focuses on strengthening the capacity of ACAs to prevent corruption (e.g. by conducting system audits and risk assessments of particular sectors (e.g., health, water, education, etc.) and monitoring and evaluation of anti-corruption measures of various government departments) and aims to complement UNODC's support to strengthen the capacity of ACAs in investigation and prosecution, as well as ACAs' capacity in implementing UNCAC.

Key activities to be implemented in 2016-2020

1. Conduct capacity assessment of ACAs (such as ACAs' capacity to conduct corruption risks assessments or integrity assessments in service delivery) as part of capacity strengthening programme.

2. Provide trainings so that ACAs put in place measures that contribute to developing, implementing and evaluating anti-corruption national strategies, as well as developing and implementing ACAs' own work-plans and strategies.

3. Provide technical support for conducting system audits or integrity assessments in sectors (e.g., health, education, water, justice and other sectors) and help to implement the risk reduction plan, contributing to the change management system.

4. Provide technical support, together with UNODC, for the implementation of the preventive measures envisaged in UNCAC.

5. Provide advisory and technical support to ACAs and facilitate South-South knowledge exchanges among ACAs (e.g. utilizing the expertise of Singapore, Korea and Hong Kong to conduct training programmes on a demand basis).

Figure 6: Illustrative results chain for Objective 2: Strengthen state/institutional capacity to implement UNCAC with regard to the prevention of corruption
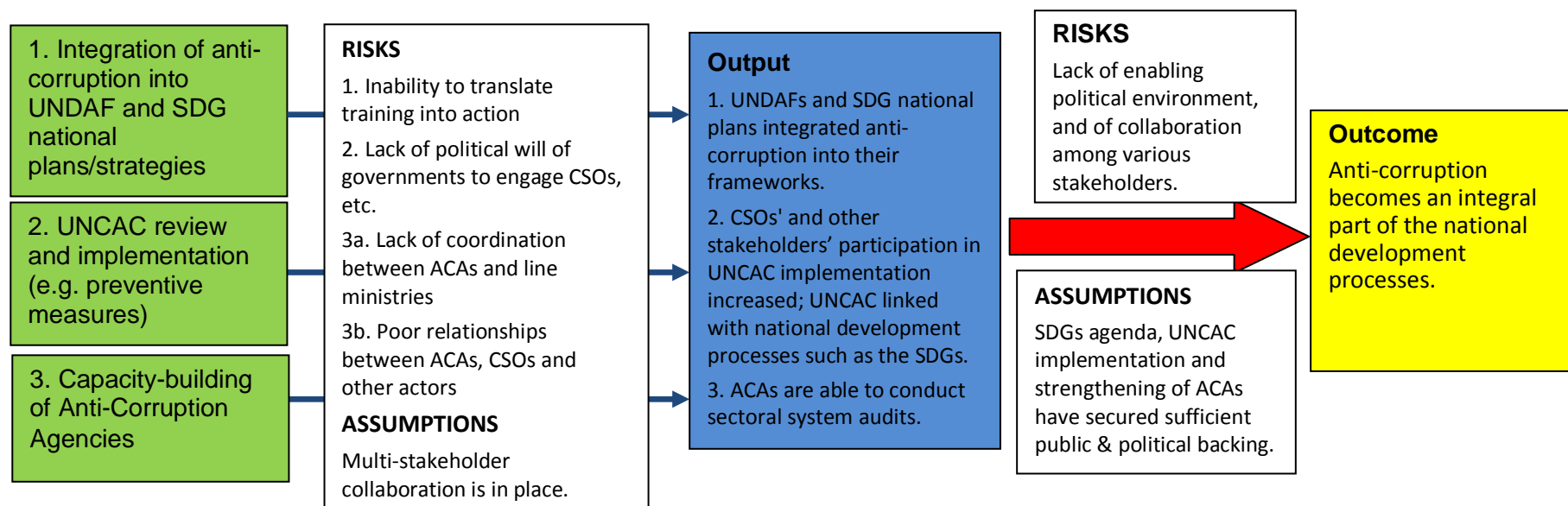

| 1. Integration of anti-corruption into UNDAF and SDG national plans/strategies | **RISKS** 1. Inability to translate training into action 2. Lack of political will of governments to engage CSOs, etc. 3a. Lack of coordination between ACAs and line ministries 3b. Poor relationships between ACAs, CSOs and other actors **ASSUMPTIONS** Multi-stakeholder collaboration is in place. | **Output** 1. UNDAFs and SDG national plans integrated anti-corruption into their frameworks. 2. CSOs' and other stakeholders' participation in UNCAC implementation increased; UNCAC linked with national development processes such as the SDGs. 3. ACAs are able to conduct sectoral system audits. | **RISKS** Lack of enabling political environment, and of collaboration among various stakeholders. **ASSUMPTIONS** SDGs agenda, UNCAC implementation and strengthening of ACAs have secured sufficient public & political backing. | **Outcome** Anti-corruption becomes an integral part of the national development processes. |

Table 5: Objective 2: Target countries and progress over a 4-year period

	Year 1	Year 2	Year 3	Year 4	Total No. of countries
a. Integrate/mainstream anti-corruption in UNDAF/SDGs; b. Support UNCAC review, follow-ups and its integration into various development plans (Output 2.1)	a. UNDAF trainings (1-2 countries); develop an online course and guidance to integrate AC with the SDGs and implement the AC targets in Goal 16 b. Conduct national dialogue on UNCAC (two countries)	a. UNDAF trainings (1-2 countries); support the implementation of MAPS for the SDGs (two countries) b. Support UNCAC review and follow-up (2 countries)	a. UNDAF trainings (1-2 countries); support the implementation of MAPS for the SDGs (two countries) b. Support UNCAC review and follow-up (two countries)	a. UNDAF trainings (1-2 countries); monitoring of implementation of UNDAFs and SDG plans b. Monitor the implementation of UNCAC review in countries supported in years 2 and 3	At least four countries will be chosen for UNDAF training based on request; working with UNODC, up to four countries will be supported for UNCAC review and follow-ups
Strengthen the capacity of ACAs in the prevention of corruption (Output 2.2)	Selection of ACAs; training on system audits, integrity assessments, anti-corruption policy assessments; national dialogue and consultation to support ACAs in implementing national AC strategies	Implement system audits/integrity assessments/anti-corruption policy assessment to identify risks; make recommendations to improve policies and reinforce ethics/ integrity	Implementation of recommendations from assessments; Monitoring and Evaluation of implementation	Continue the implementation; monitor the progress of implementation of recommendations and assess the overall results	Up to four ACAs from four UNDP and DFAT priority countries will be chosen based on the demand and the viability of the project

Objective 3: Promote knowledge and advocacy to support anti-corruption efforts, including a better understanding of the link between violent extremism and corruption.

Output 3.1: Advocacy is promoted at national and sub-national levels to reinforce anti-corruption efforts.

By organizing a series of activities at global, national and local levels, UNDP, has played an important role to promote anti-corruption as a global development issue. In 2016-2020, UNDP, together with UNODC and other key partners, will continue advocacy around the International Anti-Corruption Day by supporting a series of national and sub-national level activities aimed at securing or reinforcing the political will of government, donor partners, civil society organizations, the private sector, youth and women's networks and other stakeholders to fight corruption and raise the awareness of citizens about the negative impact of corruption. A series of advocacy initiatives will particularly target the priority countries where this project will be implementing its activities. These initiatives will also encourage the private sector to strengthen its engagement in anti-corruption initiatives.

What are the key activities to be implemented in 2016:2020?

1. Together with UNODC, develop the UN campaign and advocacy package (e.g. media kits, messages, posters, videos, etc.) for the commemoration of International Anti-corruption Day.

2. Work with civil society (e.g. TI), the private sector (e.g. the Global Compact network), youth and women's organizations to maximize the outreach and impact of the campaign (e.g. developing joint campaign material, organizing joint campaign events, etc.).

3. Provide technical support and small grants to UN field offices and CSOs to develop and launch national/sub-national level anti-corruption campaigns to reinforce ongoing anti-corruption efforts.

4. Engage with the private sector on global advocacy and awareness on anti-corruption, including by strengthening youth integrity clubs and their role in creating space for dialogue between youth and their representatives.

Output 3.2: Knowledge on anti-corruption is produced and shared globally, including south-south and triangular cooperation.

In 2016-2020, the project will continue serving as UNDP's main global knowledge platform on anti-corruption. The project will continue leading the interagency web-portal (www.anti-corruption.org), producing and disseminating knowledge products, guidance notes and training modules, and strengthening global and regional networks to facilitate knowledge exchange. The main aim of producing and sharing knowledge products will be two-fold. First, by providing more guidance on how to link anti-corruption in major areas of development such as the link between violent extremism and corruption[23], and the nexus between corruption trade and economic development, as well as strategies for women's empowerment against corruption. These knowledge products will supply much needed knowledge and guidance to reinforce the

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[23] Research on the link between corruption and violent extremism will be conducted under the auspices of the UNDP Global Project on "Development Solutions to the Prevention of Violent Extremism" and with support from the Oslo Governance Centre.

quality of the project at the country level. Second, successes and lessons learned from country level will be documented and shared globally, through major international fora (e.g., the International Anti-Corruption Conference (IACC), the Conference of the States Parties to UNCAC, etc.), and also through the global anti-corruption platform (www.anti-corruption.org).

Key activities to be implemented in 2016-2020

1. Manage the global knowledge platform (www.anti-corurption.org), as well as the AP INTACT on-line community of practice for the Asia-Pacific region, including by updating the e-library, popularizing the platform, coordinating with partners to upload the latest publications, and making all online courses and documents available to practitioners.

2. Working with partners, develop and disseminate key knowledge products such as a flagship study on the linkage between violent extremism and corruption[24], a social accountability guide, a lessons learned study on the sectoral approach, guidelines and methodology to mainstream anti-corruption in SDGs implementation, a study on the links between corruption, gender equality and women's empowerment, a guide on investigative journalism, practical guidelines for anti-corruption agencies on the prevention of corruption and a study on the link between corruption, economic growth and trade.

3. Use the launch of the flagship study on the linkage between violent extremism and corruption in Asia Pacific to identify entry points for country level actions to address the issue of corruption and violent extremism as part of the broader UNDP strategy. This could entail the design of new initiatives or adapting existing initiatives to ensure that they contribute positively to the prevention of violent extremism.

4. Develop, finalize and disseminate online courses to strengthen policy and programme support at the country level (e.g., online courses on gender and anti-corruption, mitigating corruption risks in health, education, water, justice and infrastructure sector, role of community in building integrity, implement of anti-corruption targets of Goal 16 of the SDGs, strengthening the capacity of ACAs, UNCAC implementation, etc.).

5. Explore possibilities for the utilization of new apps and other user-friendly ICT tools to disseminate knowledge products. Facilitate South-South and triangular cooperation on learning and knowledge exchange (e.g. the ongoing GAIN project in Vietnam to provide support to the Government Inspectorate of Vietnam to adopt and implement the Anti-Corruption Initiative Assessment of Korea to monitor institutional measures for corruption prevention in the public sector).

6. Engage DFAT to participate at relevant events related to the project, such as the project inception meetings, conducting country assessments, IACC events, project policy dialogues, etc.

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[24] To be produced with support from the Oslo Governance Centre and the Global Project on Development Solutions for Preventing Violent Extremism.

Figure 7: Ilustrative results chain for Objective 3: Promote knowledge and advocacy to support anti-corruption efforts, including a better understanding of the link between violent extremism and corruption.
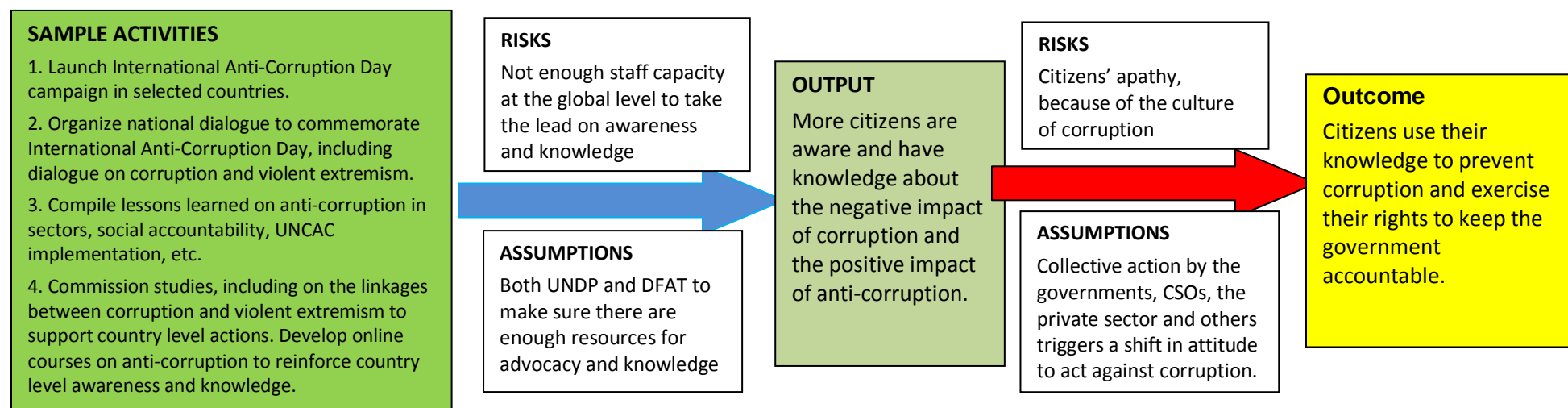
SAMPLE ACTIVITIES

1. Launch International Anti-Corruption Day campaign in selected countries.

2. Organize national dialogue to commemorate International Anti-Corruption Day, including dialogue on corruption and violent extremism.

3. Compile lessons learned on anti-corruption in sectors, social accountability, UNCAC implementation, etc.

4. Commission studies, including on the linkages between corruption and violent extremism to support country level actions. Develop online courses on anti-corruption to reinforce country level awareness and knowledge.

RISKS

Not enough staff capacity at the global level to take the lead on awareness and knowledge

ASSUMPTIONS

Both UNDP and DFAT to make sure there are enough resources for advocacy and knowledge

OUTPUT

More citizens are aware and have knowledge about the negative impact of corruption and the positive impact of anti-corruption.

RISKS

Citizens' apathy, because of the culture of corruption

ASSUMPTIONS

Collective action by the governments, CSOs, the private sector and others triggers a shift in attitude to act against corruption.

Outcome

Citizens use their knowledge to prevent corruption and exercise their rights to keep the government accountable.

Table 6: Objective 3: Target countries and progress over a 4-year period

	Year 1	Year 2	Year 3	Year 4	Total No. of countries
Advocacy for anti-corruption (AC Day Campaign, etc.) (Output 3.1)	Develop AC Day campaign materials and engage up to five countries in the AC Day campaign including organizing national dialogues & commemoration events	Develop AC Day campaign materials and engage up to five countries for the campaign, including organizing national dialogues; monitor the impact of the campaign	Develop AC Day campaign materials and engage up to five countries for the campaign, including organizing national dialogues; monitor the impact of the campaign	Develop AC Day campaign materials and engage up to five countries for the campaign, including organizing national dialogues; monitor the impact of the campaign	Up to five countries will be supported each year to commemorate AC Day. Priority will be given to those countries, which have ACPI activities
Knowledge sharing, south-south and triangular exchange, studies on link between violent extremism and corruption (Output 3.2)	Based on demand, publish and disseminate at least two knowledge products per year; provide online training courses to the national stakeholders	Publish and disseminate at least two knowledge products per year; provide online training courses to the national stakeholders (on demand basis); monitor the impact of knowledge products including actions supported by knowledge products	Publish and disseminate at least two knowledge products per year; provide online training courses to the national stakeholders (on demand basis); provide support for country level actions on addressing corruption and violent extremism	Publish and disseminate at least two knowledge products per year; provide online training courses to the national stakeholders (on demand basis); monitor the impact of the knowledge products and revise tools if necessary	Country level stakeholders are chosen from among the ACPI project priority countries

4. MANAGEMENT ARRANGEMENTS

4.1. Global, regional and country level coordination

The ACPI project will be implemented by the GAIN team with overall policy and programme guidance provided by the Project Technical Adviser based in Singapore. UNDP's global anti-corruption team based in Singapore will be composed of a project technical adviser, a project manager, a knowledge and advocacy consultant (based on needs), a junior professional officer and an administrative assistant. The team in Singapore will be primarily responsible for managing the project, coordinating with donors including DFAT, coordinating with UNDP regional Hubs, including the UNDP Bangkok Regional Hub, and managing global knowledge and raising global awareness.

The project will be implemented in close collaboration and coordination with the UNDP Bangkok Regional Hub, which will be primary responsible for providing advisory services to the countries in the Asia-Pacific region. For DFAT-UNDP-UNODC Steering Committee related matters, the Regional Anti-corruption adviser, based in Bangkok, and the Regional Anti-corruption specialist, based in Fiji, will be the primary focal points for GAIN. The GAIN team will also share its work plans and annual reports with UNODC (UNODC's Corruption and Economic Crime Branch and UNODC's Regional Anti-corruption adviser, based in Bangkok) for synergies and quality assurance. UNDP will tap into its broader networks such as UNDP's global and regional teams and Country Offices as well as external partners such as UNODC and TI. With regards to the gender equality dimensions and women empowerment, the global anti-corruption team will liaise closely with the gender teams in New York and Bangkok.

The UNDP Country Offices will implement the national and local level activities with advisory support from the Bangkok Regional Hub (backstopped as needed by the Global Team in Singapore). This arrangement is in line with the UNDP structure, which assigns the global team a role focusing on global policy development and quality control, while the regional teams are primarily responsible for programming and advisory support. The Country Teams implement the projects on the ground.
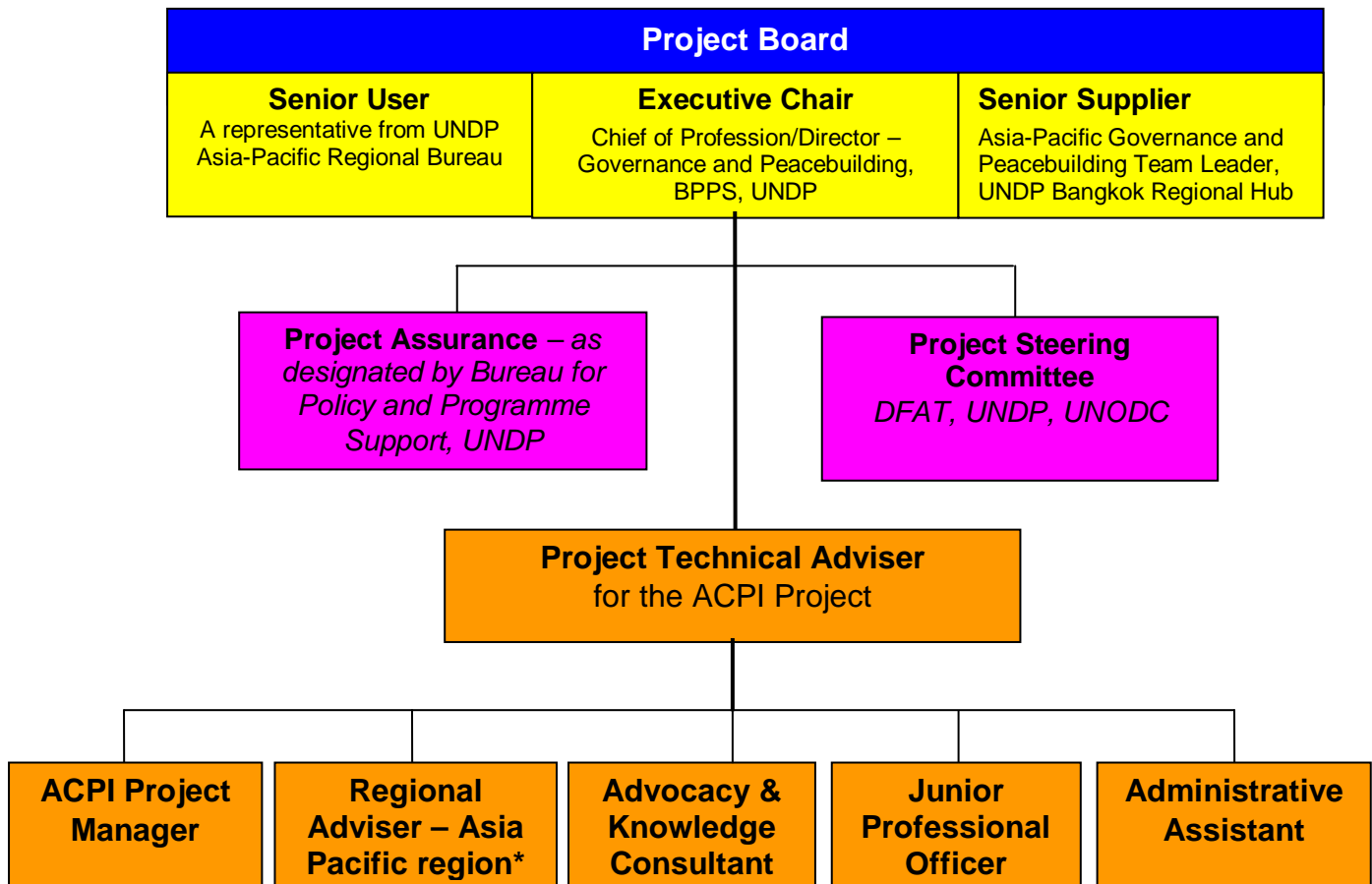
4.2. Management structure

There will be at least one meeting per year, of the **GAIN Project Board** and **the Project Steering Committee** respectively, to ensure smooth implementation of the ACPI project. As in Phase 1 and as required by UNDP rules and regulations, the GAIN Project Board will be responsible for the overall direction and management of the project and will comprise various stakeholders, including DFAT, other donors and senior UNDP staff from UNDP regional hubs, bureaux and Country Offices. At its annual meetings, the Board will review and approve the annual work plan for the current year and financial and activity reports from the previous year. Prior to the review and approval of the annual work plan and annual report, the project will seek inputs from DFAT on the draft annual report and DFAT's approval of the annual work plan of the DFAT funded project.

As was the case during Phase 1, the **Project Steering Committee,** composed of representatives of UNODC, UNDP and DFAT, will continue providing strategic inputs to the project. The Committee will review and

discuss the progress of the ACPI project and provide overall policy and strategic guidance on the project implementation. The Committee will meet annually. The UNDP delegation to the Steering Committee will be led by the Director/Chief of Profession, Bureau for Policy and Programme Support (BPPS), UNDP, with members from the Global Anti-Corruption team and UNDP Regional Hub in Bangkok.

ACPI Project Organogram

Project Board		
Senior User A representative from UNDP Asia-Pacific Regional Bureau	**Executive Chair** Chief of Profession/Director – Governance and Peacebuilding, BPPS, UNDP	**Senior Supplier** Asia-Pacific Governance and Peacebuilding Team Leader, UNDP Bangkok Regional Hub

Project Assurance – *as designated by Bureau for Policy and Programme Support, UNDP*

Project Steering Committee *DFAT, UNDP, UNODC*

Project Technical Adviser for the ACPI Project

ACPI Project Manager	**Regional Adviser – Asia Pacific region***	**Advocacy & Knowledge Consultant**	**Junior Professional Officer**	**Administrative Assistant**

* The Regional Adviser reports primarily to the Governance and Peacebuilding Team Leader in the UNDP Bangkok Regional Hub, but coordinates closely with ACPI project team for advisory support to UNDP Country Offices and programming countries.

4.3. Proposed Budget

The ACPI project provides a results framework for four years with proposed activities, outputs, targets, and estimated budget (please see Annex 2). Requests to DFAT for funds to be released will be made on an annual basis with the submission of the proposed annual work plan and a budget request.

Table 7: Tranche breakdown by year

Indicative Date	Tranche Number	Amounts in AUD
Immediately following the signing of the Cost-sharing Agreement (before the end of August 2016)	1	1,778,314
Before 28 February 2017	2	1,577,456
Before 28 February 2018	3	1,642,841
Before 28 February 2019	4	1,552,054
Total for Phase 2 UNDP global component		**AUD 6,550,665**
TOTAL for PHASE 2 in USD		**USD5,000,508** [25]

Table 8: Programmatic and management/staffing costs

	Source of funding	Total amount in AUD for four years (2016-2020)
Programmatic Costs	DFAT	**3,524,031**
Project Technical Adviser (policy leadership, overall technical guidance to the project, donor and partner coordination)	DFAT	**1,179,000**
Project Manager (Day to day management of the project)	DFAT	**1,048,000**
Administrative Assistant (Administrative/operational support to the project)	DFAT	**314,400**
GMS (8%)	DFAT	**485,234**
Regional Policy Adviser, Anti-corruption, Bangkok (Advisory support to the programming countries)	UNDP	**1,179,000**
Knowledge Management Consultant (Coordination on global knowledge and advocacy)	UNDP	**524,000**
Junior Professional (Overall policy/management support to the project)	UNDP	**524,000**
GMS (8%)	UNDP	**178,160**
Sub-total: Resources requested to DFAT for Programming in AUD		**3,524,031**
Sub-total: Resources requested to DFAT for staffing in AUD		**2,541,400**
GMS (on DFAT contribution) in AUD		**485,234**
TOTAL DFAT CONTRIBUTION IN AUD		**6,550,665**
Sub-total: UNDP contribution for staffing in AUD		**2,227,000**
GMS (on UNDP contribution) in AUD		**178,160**
TOTAL UNDP CONTRIBUTION in AUD		**2,405,160**
GRAND TOTAL BUDGET FOR 4 YEARS IN AUD		**8,955,825**

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[25] The budget has been converted to the AUD based on the following exchange rate: 1 USD = 1.31 AUD

GRAND TOTAL BUDGET FOR 4 YEARS IN USD	6,836,508

The total estimated budget for the ACPI project from July 2016 to June 2020 is **AUD 8,955,825**, of which the requested funding from DFAT is **AUD 6,550,655** while UNDP's share of the costs is **AUD 2,405,160**. UNDP's share of the costs will primarily consist of the funding through UNDP resources of the following three posts: the Regional Policy Adviser, Anti-Corruption, Bangkok; the Knowledge Management Consultant (Singapore); and the Junior Professional Officer (JPO) (Singapore).

4.4. Communication with DFAT

UNDP will engage in regular communication with DFAT during the implementation of this project. In particular, UNDP will send to DFAT a short monthly email update that provides information on: a) any upcoming events, b) suggestions for tweets or other social media that DFAT could post, and c) any key issues that DFAT should be made aware of.

5. MONITORING AND EVALUATION FRAMEWORK

The ACPI project will be monitored based on the targets and indicators set in the results framework. Every country that will be supported within the framework of this project will have developed country specific work plans with a results framework against which semi-annual and annual reporting will be provided to the Project Management Team. As needed, the Project Technical Adviser, Regional Anti-Corruption Adviser and Project Manager will conduct country visits to monitor the progress of the country level activities.

Based on the approved four year project results framework of the ACPI project, the **Annual Work Plan** will be developed on a yearly basis in consultation with UNODC, UNDP Regional Hub in Bangkok, UNDP Pacific Centre and UNDP Country Offices. The Annual Work Plan will be presented to the GAIN Project Board (for approval) and DFAT (for inputs). An **Annual Report** on the activities implemented in the previous year will be submitted by mid-February to allow DFAT to release funds by the end of February for the implementation of activities for that year. In addition, **certified accounts** (expenditure report) will be submitted to DFAT at the end of June every year. DFAT will also receive updates on the project through UNDP's anti-corruption news updates.

In 2018, the ACPI will initiate a **mid-term evaluation** of the project to assess the progress and intermediate results and undertake any adjustments that the independent evaluator suggests. This will be done with a view to further improving project implementation and ensuring that by the end of the project, all the outputs outlined in the results framework are achieved.

The ACPI project will be also **audited** at the end of the project cycle in compliance with UNDP requirements and regulations. At the end of the project, **the final evaluation** will be initiated to assess the overall contribution of the project to SDGs' implementation. The final evaluation will use quantitative and qualitative indicators to measure results. The evaluation will take into account whether the project has achieved its stated objectives by delivering the proposed outputs. The evaluation will look at whether the project outputs

have contributed to improving service delivery, citizens' and communities' participation in monitoring services, infrastructure and budget, and making available tools and methodologies to monitor and report corruption at the national level. Gathering user feedback will be an important part of the ACPI's M&E framework. Where appropriate, the M&E framework will include gender equality indicators and disaggregate all data about people by sex and disability status.

6. LEGAL CONTEXT[26]

This document and the Country Programme Action Plans (CPAPs), signed by the Government and UNDP, which is incorporated by reference, constitute together a Project Document as referred to in the Standard Basic Assistance Agreement (SBAA) [or other appropriate governing agreement] and all CPAP provisions apply to this document.[27]

Consistent with Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner. The implementing partner shall:

a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried out;

b) assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

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[26]   This legal context refers to the provisions between UNDP country offices and the Government of the programming countries, where UNDP's support is provided. This is the standard legal context applied to all UNDP project document.

[27]GAIN aims to provide policy and programming support to UNDP Country Offices (COs) and programming countries on the basis that COs have signed SBAAs for their existing Country Programme Documents (CPDs), UNDAFs and other projects.

ANNEX 1: RISK LOG PROJECT RISKS AND MITIGATION PLAN

1. First and foremost, the activities of this project will be implemented on the basis of requests received from the Governments as well as in response to competitions that will be announced to all UNDP Country Offices in the Asia-Pacific region within the framework of this project. Before sending projects for consideration, UNDP Country Offices are expected to agree on the activities with their respective government counterparts. In addition, the project team will also conduct scoping missions to understand national and local political and institutional contexts impacting the project, through having meetings with governments, civil society, the private sector and other stakeholders.

2. UNDP will also utilize its existing tools and methodologies to assess the political economy of a programming country and tailor its activities accordingly as a way of minimizing the assessed risks. When selecting countries, the ACPI Project Management Team will also consult closely with UNODC and the UNDP Regional Hub in Bangkok as well as with DFAT, for strategic inputs.

3. For those countries which have ratified or acceded to UNCAC, this project will utilize UNCAC as an entry point for a multi-stakeholder consultation at the national level to secure political commitments to implement UNCAC. The Government will be encouraged to make the UNCAC self-assessment and review process more participatory. The project will also target those countries which have shown a strong commitment to implement, measure and monitor progress on Goal 16 of the SDGs.

4. The project will also try to bring more donors, programme partners and private sector actors on continuing or upscaling the activities implemented under this project).

ANNEX 1: RISK LOG

	Description	Type	Impact (I) and Probability (P) (1 = least; 5 = most)	Mitigation Strategies/Management Response	Owner
1	Politicization of corruption; force majeure (political unrest, disasters); lack of political will.	Security Environmental Political	I=5 P=3	Efforts will be made by UNDP to support multi-stakeholder processes and develop anti-corruption initiatives through a national consensus. Projects will be supported if there is a buy-in from the Government at the phase of project formulation. UNDP will ensure programming flexibility in responding to a crisis. In its response, UNDP will ensure mainstreaming of anti-corruption, transparency and accountability in recovery and reconstruction processes.	Programming countries, UNDP Country Offices
2	Risk to personal security of staff and campaigners working on anti-corruption initiatives.	Security Environmental Political	I=5 P=3	UNDP works essentially on the preventive measures which pose in general less risk than the legal enforcement activities. Nonetheless, UNDP will take the "no harm approach" and carefully asses the risks related to certain activities within a given context and work with national counterpart institutions whenever addressing sensitive anti-corruption initiatives.	Programming countries, UNDP COs
3	Insufficient resources	Organizational	I=5 P=4	UNDP will focus on reshaping its resource mobilization strategy to support this project. ACPI has potential commitments from various donors.	UNDP/ACPI
4	Lack of synergies and coordination between UNDP global, regional and local levels	Organizational	I=5 P=2	Given that anti-corruption is a key priority in UNDP strategic planning and that for the implementation of the SDGs, many UNDP Country Offices and all Regional Hubs have prioritized anti-corruption. Moreover, the ACPI project will organize an inception meeting before the commencement of the project. ACPI will also organize planning meetings with Regional and Country Offices on a yearly basis to assess the progress of partnerships each year and report the results to the Project	Programming countries, UNDP Country Offices

				Steering Committee.	
5	Gap between the Phases 1 and 2 of the project (Full project staffing capacity by the commencement of Phase 2)	Organizational	I=4 P=2	The recruitment of all staff members for the ACPI project is planned to begin in the first half of 2016 so that by July 2016, when the project is expected to start, there is full staff capacity on board to start the implementation. In case of delay, the risks will be mitigated in discussion with DFAT.	UNDP/ACPI DFAT

ANNEX 2: SUMMARY OF MANAGEMENT RESPONSE TO THE GAIN EVALUATION

Recommendation 1: **GAIN should be continued as a global programme**: Given the architecture that has been developed within UNDP to deliver quality programming in the field of anticorruption including a decentralized system of delivery with technical backstopping at the regional and global levels, it is important that GAIN continue as a global programme providing quality assurance and consistency in delivery throughput UNDP.

Response: Given that anticorruption is an integral part of the post-2015 development agenda and UNDP Strategic Plan (2014-2017), Changing with the World, with a dedicated Output 2.2 (institutions and systems enabled to address awareness, prevention and enforcement of anticorruption measures across sectors and stakeholders) under Outcome 2 (Inclusive and effective Democratic Governance), GAIN has been designed and will continue to operate as a global programme with its main mandates of coordinating policy and programme support to programming countries through UNDP regional hubs and Country Offices, providing policy leadership, quality assurance, guidance and technical backstopping at the regional and global levels, and strengthening global partnerships with relevant anticorruption technical assistance providers. Anticorruption is also a cross-cutting priority theme within the Integrated Governance and Peacebuilding Strategy of the Bureau for Policy and Programme Support. In line with the objective of UNDP restructuring and the vision of decentralizing policy and programme support from Headquarters, UNDP will make the needed efforts to mobilise the resources required for GAIN to continue its global mandates with adequate capacity , to maintain global reach and provide policy leadership on anticorruption at the global level, while also securing the anticorruption capacity of UNDP Regional Hubs in Bangkok and the sub-regional facility in Fiji to provide direct programming and advisory support to the respective programming countries from the region. To ensure a continued global reach of the GAIN project, UNDP will actively mobilise additional partners and resources, to ensure adequate anticorruption capacity can also be maintained in the other regional hubs, in particular Addis Ababa, Panama and Istanbul.

Recommendation 2: Further staff training on results monitoring and reporting should be priority: Staff of GAIN and of UNDP at the country and regional levels must think differently about what and how they are reporting their work under the programme. Such reporting must also consider the quality of what is being delivered and not just on numbers.

Response: Since 2012, GAIN has been providing training on result-based management to its anticorruption community both at global and regional levels through the training package developed to integrate anticorruption in UN programming processes such as the United Nations Development Assistance Frameworks (UNDAFs). GAIN is also closely working with the Development Impact Group of the Bureau for Policy and Programme Support (BPPS) of UNDP to strengthen results monitoring and reporting. To further improve both qualitative and quantitative reports, the results of this review will also be discussed at the 6th UNDP Global Policy and Programm Dialogue on Anticorruption (31 August – 1 September 2015, Malaysia). Moreover, in 2016, GAIN will organize an inception workshop for selected country and regional level staff from the Asia-Pacific region on results-based management before the implementation of the second phase of programme partnership with Australia.

Recommendation 3: Increase efforts to improve awareness about anticorruption through social media: If accountability is to succeed as a means of fighting corruption, the usefulness and impact of social media and other technologies, such as SHAREK in Jordan[28], must be better understood to gauge their real power [to improve the service delivery]. It's not clear how citizens with no or limited access to internet and smart phone technologies are expected to hold their governments accountable for better services.

Response: GAIN is increasingly promoting the use of social media and new technology tools to promote transparency and accountability, particularly in improving service delivery in education, health and water sectors. The lessons learned

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[28]   GAIN together with Anti-corruption and Integrity in Arab Countries (UNDP regional programme) has supported a project in Jordan titled "Fostering Social Accountability in the Health Sector at the Local Level." The project resulted in developing of Sharek, an interactive web portal, which is the first platform in Jordan that facilitates citizens' engagement in fighting corruption in services delivery by providing opportunities to voice concerns.

from pilot initiatives clearly show that the use of social media is more effective if the information, data, complaints and feedbacks gathered by using social media become an integral part of the response by the service providers to improve the quality of services. In the next phase of country level sectoral projects, GAIN will enhance impact of social media by moving from ensuring transparency to actually upholding accountability by the service providers. GAIN has also increasingly realized that the use of social media has to be user-friendly. Given that the majority of the population in most developing countries have access to the Internet through their mobile phones, GAIN will focus its social media efforts on accessibility for mobile phone users.

Recommendation 4: Improve access to anticorruption information by translating anticorruption.org into Arabic, Chinese and Russian: The web portal is an important tool for academics, civil society and others to gain access to knowledge and best practices. The portal should be translated into Arabic, Chinese and Russian to allow yet unexposed citizens to receive this information and knowledge. At first, this may mean a static or limited site in each language.

Response: The "anti-corruption.org" portal has been an important tool for academics, civil society and others to gain access to knowledge and best practices. The web-portal is currently available in three languages: English, French and Spanish. The translation of the portal in Arabic, Chinese and Russian is in GAIN's priority for next two years. The delay in implementing the plan was due to the staff turnover. Meantime, GAIN has contracted an anticorruption knowledge management analyst on a temporary basis (consultancy) and is committed to recruit an anticorruption knowledge management analyst as part of the global team to manage and improve this portal. GAIN will work with relevant partners to make various key knowledge products available in these languages.

Recommendation 5: Mainstream anticorruption into development: UNDP needs to reflect on the successes of GAIN in eliminating key bottlenecks to development and consider how these can be further mainstreamed into UNDAFs and other national development processes. **At the country level, explore ways to report to citizens about what results have been achieved, and how effective these results are in bringing about progress in human development:** Beyond the partnerships with national and local government actors, GAIN would benefit by being more engaged with citizens and civil society organizations that are affected by its work.

Response: In order to mainstream anticorruption into development, GAIN will continue working with various partners on integrating anticorruption in service deliver sectors such as health, education and water, mitigating corruption risk in climate change and extractive industry, and building synergies with youth and gender empowerment. Moreover, the joint training package developed together with UNODC to train UN country level staff on integrating anticorruption in UN programming processes will continue, particularly looking into the implementation of the SDGs. For all country level projects supported by GAIN, UNDP will make sure that there is a 'feedback mechanism by citizens and civil society' integrated in its annual reporting requirements. At the latest GAIN project Board meeting it was also agreed that GAIN would extend its sectoral approach to the justice sector, and in particular to conduct corruption risks assessments in the security sector. This will be done in close collaboration with the Rule of Law, Justice, Security and Human Rights team in the Governance and Peacebuilding Cluster in BPPS.

Recommendation 6: Continue to ensure that GAIN has global reach, provides policy leadership and can effectively manage the resources under its mandate: UNDP, through GAIN, has become a thought leader in the field anticorruption. It has also been able to provide a global reach in the field. This is at risk with the recent changes to how GAIN is delivered and UNDP should ensure that such changes do not threaten its hard earned respect in this field.

Response: By tapping into UNDP's wide network of country offices, regional hub and global policy centres, GAIN's specialized team at the global level has been able to provide a thought leadership in the field of anticorruption. Because

of its partnership with more than 15 external and internal partners, GAIN has also maintained a global reach. GAIN will continue to aspire to be the thought leadership and UNDP's main focal point on anticorruption for global advocacy, partnerships, knowledge management, and coordination with UNDP regional hubs, country offices and major anticorruption partners. UNDP will make sure that GAIN has the adequate capacity at the global level to ensure global reach, provides policy leadership and can effectively manage the resources under its mandate. Moreover, in the second phase of partnership with Australia, GAIN will make sure that its global team provides policy lead, guidance and overall quality assurance, while decentralizing programming support to the respective UNDP regional hubs. A number of UNDP units and global projects are located outside of Headquarters. That is not unusual in global organisations, both in the private, non-profit and multilateral sector (e.g. UNDP's global project on decentralized cooperation is based in Brussels, UNDP's human resource management operations are mainly based in Copenhagen, UNDP's Global Service Centre on International Public Sector Accounting Standards (IPSAS) is based in Malaysia). Some adaptation is usually needed at the outset but in an increasingly globalized world, physical location is no longer necessarily associated with a more limited global outreach.

Recommendation 7: Avoid marginalizing anticorruption programmes and policy within UNDP by ensuring that the staff have input into BPPS programme discussions and decision-makers: With the move of GAIN to Singapore, at least one staff person should still be based in HQ to act as a liaison with BPPS and to ensure GAIN, and anticorruption in general, remains a part of UNDP post 2015 development discussion.

Response: In UNDP, GAIN is the main focal point of UNDP on anticorruption and continues to provide inputs to the global development discourse through the Director of the Democratic Governance and Peace-Building Cluster of BPPS based in New York. GAIN has not been cut-off from the HQ based Governance and Peacebuilding Cluster (GPC). Within the Responsive and Accountable Institutions team (RAI) in HQ, there is a public administration advisor who is also UNDP's focal point on the Open Government Partnership, and who interlinks between the Singapore Centre and the GAIN team, and the GP cluster. The GPC also has a small post 2015 team that is closely involved, on behalf of the whole cluster and in close coordination with the different teams, in the discussions on the SDFGs and Goal 16 in particular. UNDP's overall staffing structure will be reviewed in light of the demand emanating from the new development agenda. Pending availability of resources, staffing needs may need to be adjusted at HQ and regional level to ensure UNDP remains fit for purpose, including in the different areas of the governance and peacebuilding portfolio, of which the GAIN team and anticorruption work is an integral and cross-cutting component.

Recommendation 8: Ensure that sufficient anticorruption expertise is recruited to staff sectoral and thematic areas identified as priorities: Currently GAIN and the regional centres are stretched to address all anticorruption issues. This has been identified as the problem of the missing middle, but can be addressed through recruitment and training to ensure that a sufficient level of expertise remains in place to support COs. This will be particularly important as GAINs support expands to other sectors.

Response: The programme document of GAIN approved by the UNDP management envisioned the following management architecture: (1) A global team with a policy advisor, a manager and two thematic specialists; (2) Regional advisor/specialists based on needs. The project document explicitly specified that these staffing projections were dependent on the availability of resources. Due to the funding limitations, and a substantive reduction in UNDP's core resources over the past two years, the global team has been scaled down and not all UNDP regional hubs do currently have dedicated regional anticorruption advisor/specialists. Similar reductions had to take place in other core areas of UNDP's mandate. However, as anticorruption remains a priority for UNDP as one of the key outputs under Outcome 2 of UNDP's Strategic Plan and a priority under Goal 16 in the new development Agenda, UNDP will actively mobilise additional resources to ensure that GAIN can continue strengthening its global and regional capacity as well as its expertise in sectoral and thematic areas. Moreover, wherever possible, GAIN will continue tapping into expertise and

experiences of other thematic areas such as the extractive industry, local governance, climate change, sustainable development and gender empowerment.

Recommendation 9: Sustain the capacity of GAIN to partner produce and deliver knowledge products in a timely manner: Of late GAIN has been unable to release knowledge products in a timely manner. Sufficient capacity needs to be provided to ensure such products continue to be produced and distributed to meet demand.

Response: GAIN and its predecessor PACDE (Global Thematic Programme on Anti-corruption for Development Effectiveness) have been very successful in producing and disseminating relevant knowledge products. In fact, since 2008, more than 20 knowledge products have been produced, disseminated and pilot-tested for training and programming on the ground. In 2015, and this despite the re-location of the GAIN team from New York to Singapore, more than 10 knowledge products are in process of being finalized, published and disseminated for policy and programming. These knowledge products include:

- Forensic Financial Investigation Training Manual for Anticorruption Agencies, A Guidebook
- Transparency and Accountability to Combat Corruption in Local Governance: A Guidance Note;
- Gaps between Rhetoric and practices and Implications for Future Anti-Corruption Intervention, a Guidebook;
- Integrating Risk Management in UNDP's Programmes in post conflict and transition contexts;
- Users' Guide to Measuring Corruption and anticorruption
- A Practitioners' Guide for Corruption Risk Mitigation in Extractive Industry
- Communities against corruption: Social Accountability Assessment framework and methodological toolkit
- Six online courses on anticorruption by various thematic areas (Health, education, water, REDD+, anticorruption agencies, gender empowerment, and strengthening civil society engagement to fight corruption)

The delay in the release of some knowledge products is due to the fact that the global team currently has three staff with the GAIN Programme Manager providing both Policy leadership and managing GAIN on a day-to-day basis. Pending available (current and future) resources, the programme oversight and management architecture of GAIN will be strengthened to ensure sufficient capacity at the global level for policy leadership dedicated to high quality anticorruption knowledge products to be produced and distributed in order to meet high demand, while also providing adequate managerial and programme support capacity at the regional level.

Recommendation 10: Re-evaluate the use of training and other knowledge events to deliver capacity support: Static knowledge events have limited impact on behavioural change. GAIN must consider if other means of capacity building need to be utilised to ensure greater results. Where training is used, it should be more clearly integrated into a theory of change as to how reforms will be achieved.

Response: Both UNDP Strategic Plan (2014-2017) and GAIN (2014-2017) have clearly integrated the theory of change in their result frameworks. GAIN will continue providing training as a mechanism for strengthening capacity at organizational and individual levels so that GAIN's interventions focus on changing the behavioral or institutional culture in the long run. A great deal of efforts will be made to ensure that GAIN focuses on result-based management with an objective of linking training, advocacy, policy reforms, and introduction of new tools and methodologies to achieve the desired results outlined in its result framework.